

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

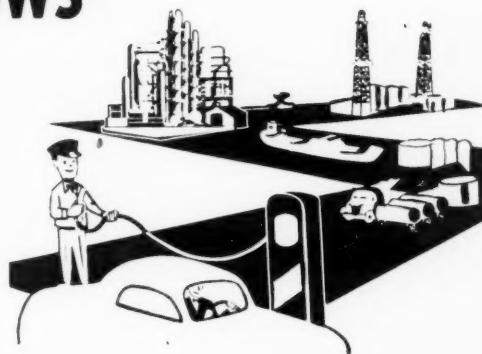
APR 23 1952

BUSINESS ADMINISTRATION
LIBRARY

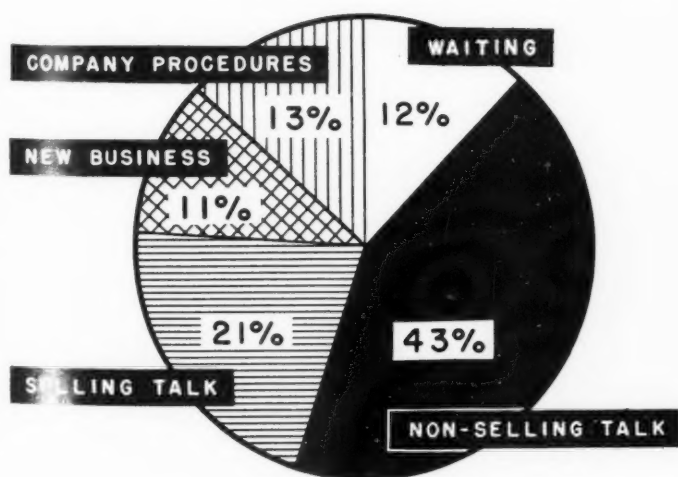
SALESMEN'S TIME STUDY SHOWS HOW TO CUT SALES COSTS

See Page 28 for a detailed report on policy changes made by Atlantic Refining Co. as a result of a time and work-load study.

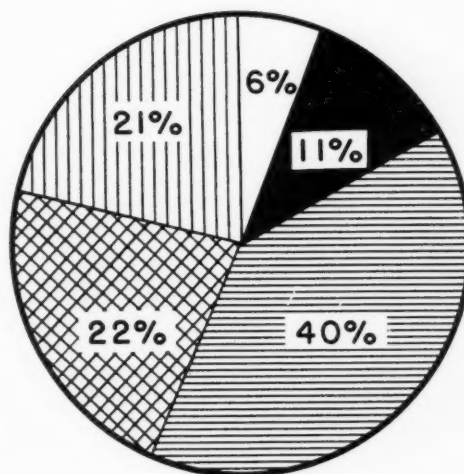
Here, for example, is one analysis that inspired some new tactics in the sales training department. Note the contrast in the mode of time-investment on a typical call:



LOW RATED SALESMAN



HIGH RATED SALESMAN





Here's a tip, Mister—

Use This One-Stop Service ➔

Want to be sure of a well-organized, smooth-running, hard-selling meeting of any size and save a lot of work, worry, time and expense? Call on *The Jam Handy Organization* for one-stop service.

All you need to do is tell Jam Handy what you want to accomplish—whether it be to inspire a sales organization, introduce a new product, or conduct a training course. Help on every phase and detail will be available to you. You can get competent help on plans, charts, decorations, speech-coaching, etc., right up to the full-dress staging. You get a complete package, carefully coordinated, tailored to your budget and to your purpose.

With this One-Stop Service you deal with one organization and pay only one bill. When you do the job with the help of Jam Handy you can relax. You have assurance that every detail will be taken care of rightly.

Just call the office nearest you and let them show you how you can get all this help.

The **JAM HANDY**
Organization

Offices ➔

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H Street, N.W.

DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 20
7046 Hollywood Blvd.

Speech Coaching
Decorations
Music
Briefings
Programs
Entertainment
Presentations
Convention Plans

Motion Pictures
Meetings Packages
Demonstration Devices
Training Devices
Skits
Animated Cartoons
Slidefilms
Transparencies
Slides
Turnover Charts
Poster Charts
Banners

Pageants
Stage Presentations
Portable Stagettes
Meeting Equipment
Projection Service
Film Productions in Color
Convention Supervision

Journal-American Sports Readers and New York Cigar Smokers Both Agree--



"WE LIKE BILL"

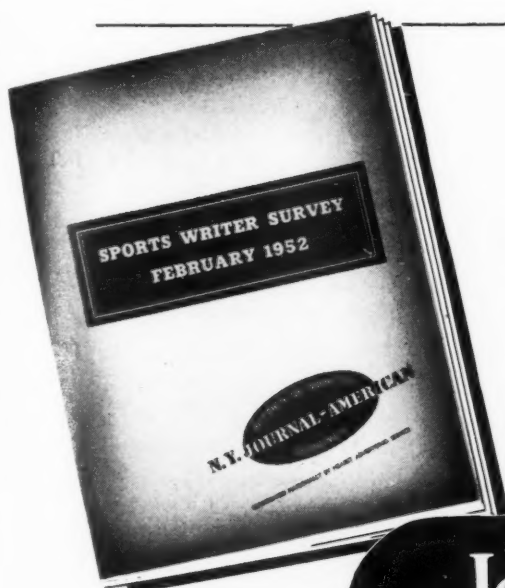
BILL CORUM
IS OUR BOY!

WE LIKE
BILL CORUM!

BILL CORUM!
WE'RE FOR HIM!

WITH men who like sports and men who like cigars, Bill Corum is a top-heavy favorite. His famous column is read daily by 60% of the men in 700,000 homes that buy the Journal-American. This is by far the largest New York audience that can be reached by any other evening newspaper. In a survey of sports writers conducted among New York

cigar smokers, the Journal-American was the only paper to place two writers—Bill Corum and Frank Graham—among the top four. This popular team placed higher than any other combination among 22 sports writers representing seven major dailies. Twice as many cigar smokers read Bill Corum as the next evening newspaper sports columnist.



See and study new survey which rates sports writers, positions of 66 Cigar Brands

Like links in a chain, men, sports and cigars go together. To find out which sports writers cigar smokers read most . . . and the cigar brands they prefer . . . you need this new survey. Phone or write Hearst Advertising Service, 959 8th Ave., COlumbus 5-3700. No cost or obligation.

Journal NEW YORK **American**

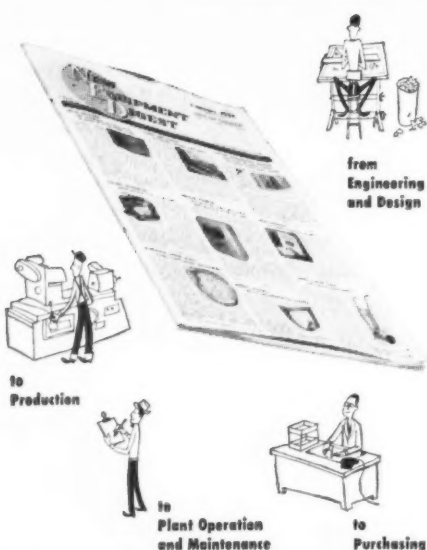
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

APRIL 15, 1952

N.E.D. covers the buying team . . . all the way!



No matter where your products are used, N.E.D. does a thorough job of searching out the men who influence buying!

Over 95% of the 65,500 copies of N.E.D. published each month are addressed by individual name and title to officials in the 42,000 most worthwhile plants in America. These officials have identified their functions for us:

ENGINEERING—55.5%
(25.5% primary function—30% secondary function).

PRODUCTION—59%
(28.2% primary function—30.8% secondary function).

PLANT OPERATION & MAINTENANCE—70%
(31.4% primary function—38.6% secondary function).

PURCHASING—64%
(14.9% primary function—49.1% secondary function).

The overlapping of responsibilities shows that the average official has an active interest in 2.48 functions.

Titles may be confusing...but when readers themselves tell you what they *do*, you know that your advertising is going where you want it to go. And with N.E.D.'s constantly climbing record of *reader response*, you know that your advertising is receiving attention.

- 65,500 COPIES (Total Distribution)
- 200,000 READERS
- in 42,024 PLANTS

A PENTON PUBLICATION



Sales Management

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Hikes Cost of Advertising

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University of Georgia Starts
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By Jerome Shoenfeld, Washington Editor 142

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Helps to Spot Turnover Causes

If you conduct a searching inquiry into the causes for turnover, you almost surely will not like to face the facts you will uncover. It's a tough management problem.
By Robert N. McMurry, Robert N. McMurry & Co. 132

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On Home Decorating "Centers"
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By Bernard Blake, Advertising and Sales Promotion Manager, General Paint Corp. 90

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When Service Men Begin to Sell
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By K. W. Mayer, Vice-President in Charge of Sales, Van-Packer Co. 105

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Why more than 9,500 Companies Advertise in Thomas Register

1. They know that Thomas Register produces important direct sales leads... and plenty of them.
2. They know that Thomas Register is the accepted source-of-supply for American industry and government procurement offices...they receive top-quality sales leads regularly.
3. They know that Thomas Register is used for more buying information than any other source...they use it themselves and know its full value.
4. Of the more than 9,500 Thomas Register advertisers, over 2,000 use no other media of any kind... these exclusive 2,000 live and grow from sales produced thru Thomas Register.



THOMAS REGISTER

The Only Paid Circulation in the Field—ABC 96% Paid
51 EIGHTH AVENUE — NEW YORK 1, N. Y.

FOOD SALES ARE FABULOUS!..

in America's

"Miracle Market"

★ NORFOLK ★ PORTSMOUTH ★

★ NEWPORT NEWS ★



Only dominant
WTAR-AM and ex-
clusive WTAR-TV
can give you full
penetration of this
rich market.

FOOD SALES that were fab-
ulous in 1950 climbed an-
other 23% for 1951. Drug store sales up
18%, restaurant (food and drink) sales up
35%. WTAR-AM-TV delivers a fat slice of
these mushrooming sales. Climb on the sales
wagon. Contact Edward Petry & Co. today.

5,000 WATTS

DAY AND NIGHT



WTAR

NORFOLK, VIRGINIA

AM-FM ► NBC AFFILIATE
TV ► ALL NETWORKS



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR...John H. Caldwell
SPECIAL FEATURE EDITOR...Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice Eckle
ASSOCIATE EDITORS.....Harry Woodward,
James M. Singleton, D. G. Baird
CHICAGO EDITOR.....Lester B. Colby
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR...A. G. Meserli
CONSULTING ECONOMIST...Peter B. B. Andrew
ASS'T. TO THE MANAGING
EDITOR.....Philip Patterson
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION
MANAGERS...Aileen Weisburgh, Erika Gendit
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING

PROMOTION MANAGER...Christopher Anderson
ASS'T. PROMOTION MANAGER Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan, John W.
Hartman.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
6405): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: The Essex, 13th
and Filbert, Philadelphia 7, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T. GENERAL MANAGER...John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May and Novem-
ber when it is published on the first, tenth and
twentieth. Affiliated with Bill Brothers Publishing
Corp. Publication (printing) offices, 34 North
Crystal St., East Stroudsburg, Pa. Address mail
to New York office. Entered as second class
matter May 27, 1942 at the Post Office, East
Stroudsburg Pa., under the act of March 3, 1879.
Copyright April 15, 1952 by Sales Management,
Inc.

Member



April 15, 1952

Volume 68

No. 8

LEADERS IN ADVERTISING IN THE U. S.

YEAR - 1951

TOTAL ADVERTISING	LINAGE
1. Milwaukee Journal	45,788,940
2. Chicago Tribune	45,466,900
3. Los Angeles Times	42,256,545
4. New York Times	41,223,199
5. Washington Star	40,042,712
6. Miami Herald	38,081,593
7. Baltimore Sun	37,377,338
8. Detroit News	37,088,364
9. Philadelphia Inquirer	36,894,060
10. Houston Chronicle	36,671,355

RETAIL

1. New York News (See Note)	27,789,016
2. Milwaukee Journal	26,663,340
3. Washington Star	25,186,036
4. Chicago Tribune	23,683,786
5. Baltimore Sun	22,543,197
6. Los Angeles Times	21,952,796
7. Houston Chronicle	21,372,404
8. Dallas Times-Herald	21,234,682
9. New Orleans Times Pic.	20,298,062
10. Detroit News	19,362,290

GENERAL

1. New York Times	8,928,971
2. Chicago Tribune	7,877,953
3. New York Herald Tribune	5,981,266
4. Philadelphia Inquirer	5,707,422
5. Milwaukee Journal	5,406,670
6. Philadelphia Bulletin	5,378,942
7. Los Angeles Times	5,337,909
8. Detroit News	5,301,154
9. Atlanta Journal & Constitution ..	5,149,226
10. Cleveland Plain Dealer	5,058,655

AUTOMOTIVE

1. Miami Herald	2,557,587
2. Dallas Times-Herald	1,764,144
3. Rochester Democrat & Chronicle ..	1,731,601
4. Milwaukee Journal	1,639,453
5. Buffalo Evening News	1,619,106
6. Detroit News	1,560,105
7. Dallas News	1,406,574
8. Cleveland Plain Dealer	1,346,016
9. Rochester Times Union	1,343,619
10. St. Louis Post Dispatch	1,338,577

CLASSIFIED

1. Los Angeles Times	13,350,506
2. Miami Herald	12,206,428
3. Chicago Tribune	12,015,893
4. Milwaukee Journal	11,782,234
5. New York Times	11,235,735
6. Detroit News	10,573,170
7. Philadelphia Inquirer	10,240,592
8. Cleveland Plain Dealer	10,134,798
9. Houston Chronicle	9,719,866
10. Minneapolis Star Tribune	9,395,844

NOTE:-New York News includes 6,563,026 lines of Retail split-run advertising.

Pointing
to a
Good
Advertising
Buy

MEDIA RECORDS

MEDIA RECORDS

One-paper coverage of 92% of all homes in the Milwaukee metropolitan area . . .

Where average family income is fifth highest among the nation's 25 largest metropolitan areas and 29% above the U. S. average . . .

And advertising rates per 1,000 circulation are 20% below the average for newspapers of comparable size . . .

THE MILWAUKEE JOURNAL
America's Top Advertising Buy

the leader that stays in the lead

Largest total circulation

Every month since June, 1940—for 142 consecutive issues—the women of America have bought more copies of LADIES' HOME JOURNAL than they have of any other magazine carrying advertising, BAR NONE.

**Newest audited reports* show the Journal largest
in women's field by more than 320,000.**

Greatest newsstand sale

On every 6-months ABC report for the past six years, LADIES' HOME JOURNAL has outsold all other magazines for women at the nation's newsstands.

**Currently*, Journal newsstand sales top ALL magazines
carrying advertising—with a lead of more**

than 200,000 over the second magazine
Most advertising dollars

carrying advertising—with a lead of more than 200,000 over the second

Most advertising dollars

Every year for the past ten years, LADIES' HOME JOURNAL has carried more dollars' worth of advertising than any other magazine edited for women — and more advertising-dollars-per-issue than ANY other magazine, BAR NONE.

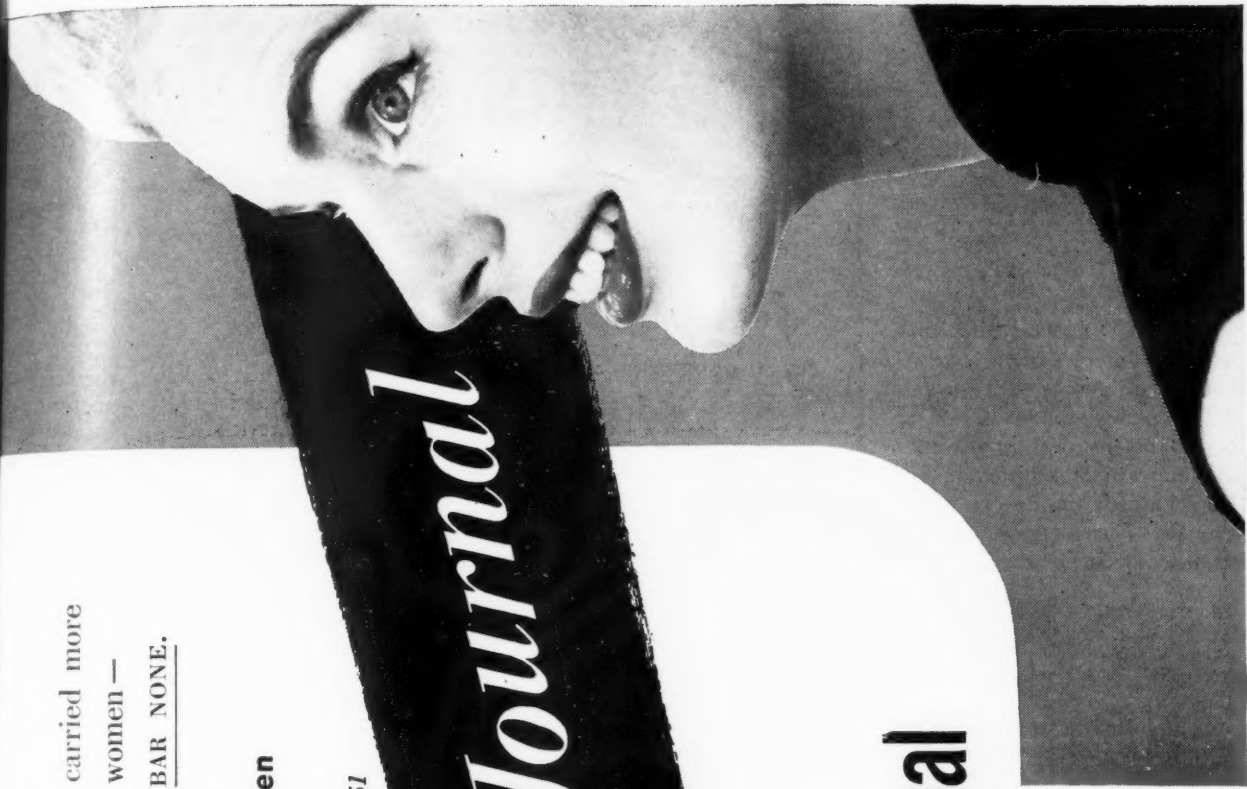
In 1951, Ladies' Home Journal's advertising revenue led the second magazine for women by more than \$6,500,000.

*Publishers' Statements to Audit Bureau of Circulations, period ending December 31, 1951

Ladies' Home Journal

The March 1952 Journal
will show an all-time high
—nearly 4,800,000

Estimated
March 20, 1952



YOUR COMPANY CAN
SAVE MONEY
ON
NEW CAR RENTALS!

A completely new method of sales-and-service Fleet operation is now available through Waters Equipment Co., Inc.—a plan which will take the capital investment and guesswork out of transportation costs and will enable you to operate five or more company cars—brand new cars on an economical leasing basis.

OPERATING MAINTENANCE is included in your rental. Repairs are deductible.



FIRE, THEFT AND COLLISION insurance coverage is included in the lease.

LICENSE PLATES are supplied for any state in the Union, to fit your individual salesman.



PERIODIC INSPECTION, when required by state law, is paid for by Waters.

As the world's largest distributor of De Soto and Plymouth cars with locations in San Francisco, Detroit and New York, we are in a position to give you the best possible service on your Fleet requirements. Consult us before you buy or rent new sales cars. For more details, write for Fleet-Lease Booklet.

**WATERS EQUIPMENT
CO., INC.**

Affiliated with

JAMES F. WATERS, INC.

San Francisco • Long Island City • Detroit

.....

• WATERS EQUIPMENT CO., INC. •
• 33-1C Queens Boulevard •
• Long Island City 1, N. Y. •

• Gentlemen: •
• Tell me more about your Fleet rental plan. •

• NAME..... •
• COMPANY..... •
• ADDRESS..... •
• CITY.....ZONE.....STATE..... •

•.....•

The Human Side

Let Them Sell Themselves

"We think our entrants will sell themselves on remodeling whether they win or lose and that building material dealers and contractors can expect to see a lot of them looking for materials—with plywood out front." And with that unusual statement O. Harry Schrader, Jr., managing director of the big Douglas Fir Plywood Association, kicked off a new kind of consumer "Room-for-Improvement" contest, with which the Association hopes to hit what it calls the "hot button" in every remodeling prospect for plywood and building materials in the country.

Douglas says that its contest may well be the biggest remodeling promotion ever attempted. To really get the public at a white-hot pitch the Association is giving 46 prizes, in hard cash, totaling \$20,000. And it has divided the prizes into three groups: four first prizes, four second and 10 special prizes of \$100 each. And the first two are subdivided—duplicate prizes will be given for city and suburban homes and for farm homes.

Douglas says the \$20,000 prize money may sound like a whacking big sum, but out of the contest it expects to reap a wild harvest of plywood sales. And here's how simply the contest operates: All a contestant has to do to enter is to state what he wants in home improvement, describe how he would do it with plywood and make a simple floor plan of his home. Prizes will be awarded on the basis of two short statements, with consideration for suitability and originality. The floor plan is merely to show suitability of the proposed remodel-



WINNERS? . . . Maybe they won't cop one of Douglas Fir Plywood Association's top prizes: But they'll be red-hot prospects for plywood anyway.

INDIANAPOLIS...THE HAPPY SELLING GROUND

SOARING! RETAIL SALES

HIGHER
CONSUMER
INCOMES

EXPANDING
INDUSTRY

SATURATION
COVERAGE

Hoosier Hank

► **RETAIL SALES UP 300%** since 1940 in this growing industrial market!

► **\$627,000,000** spent on retail goods alone last year!

► **\$6,431** average effective buying income per family...

► **42%** above the national average...

► **5th** among the nation's 24 largest cities...

And this profit proven market is fully covered by Indiana's two largest daily newspapers, The Indianapolis Star and The Indianapolis News. The Star and The News not only give you saturation coverage of this rich metropolitan area, but an effective bonus coverage of the 44 surrounding counties.

Write for our new market data booklet today, and get your share of nearly 2 billion dollars in spendable income!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



now ready...

new market study of the baking industry



A new market study of the baking industry has been prepared as a guide for sales managers, advertising managers, agency account managers, space buyers, market analysts, and merchandising managers.

The study covers the size of the market and its organization by types of producers and distributors; tells how it has changed in recent years. It charts the various sizes and types of establishments; shows how 90.7% of the *business* is done by only 35% of the total *number*; includes a new Government tabulation of retail establishments made by the Bureau of Census especially for *Bakers Weekly*. All of this information is essential to sound sales and advertising planning in this market.



Bakers Weekly
The business magazine
of the baking industry

**AMERICAN
TRADE
PUBLISHING CO.**

45 West 45th St.,
New York 36, N. Y.
520 North Michigan Avenue,
Chicago 11, Illinois

Simpson-Reilly, Ltd.,
1709 West 8th Street,
Los Angeles 17, California
703 Market Street,
San Francisco 3, California

Bakers Weekly

45 West 45th St., New York 36, N. Y.

Please send my **FREE** copy of the handbook
"Market Study of the baking industry."

Name _____

Company _____

Position _____

Street _____

City _____ Zone _____ State _____

S-2

ing. And here's where Douglas' contest differs from most of its ilk; The contest is one to state the remodeling problem rather than to design the solution. So you don't have to be an interior decorator or an engineering expert. All you have to be is willing.

Entrants will get a crack at \$3,000 in cash, free plans for remodeling done by a leading architect in their area and a \$1,000 bonus if they complete the remodeling within a year. And that's another slick move on Douglas' part. For the bonuses should result in excellent case study remodeling projects—a reservoir of material for a continuing promotion built around the remodeling theme.

As Schrader says: "We don't know yet what to expect. We're moving into virgin territory. However, remodeling is a good market for plywood and building materials but it is a market that has to be sold. We think this is one way to do it."

"Please, Can I?"

"Daddy, can I have a chocolate bar?"

If you don't have a little one with the usual insatiable appetite for candy, ice cream or other sources of tummy-aches, substitute "Granddaddy" for "Daddy." Or "Uncle" or just plain "Mr." And send the little one's name, pronto, to Fred Levy, president of Blum's of San Francisco. The astute Mr. L. is setting up a pigtail-and-short-pants board of directors whose sole duty will be to eat Blum's candy and tell him what they think of same.

"Our junior board," says Mr. Levy, "will meet once a month. We expect to get the youngsters' opinions on product, packaging—in fact, they will be asked to express themselves frankly on every move Blum's makes henceforth."

This is the same Mr. Levy who, last year, ventured into the mass sales field with 10- and 25-cent versions of his famous luxury lines. He got limited distribution for these budget offerings, jumped his sales 40% on the basis of just a few metropolitan markets. Now he's discussing packaging—small package distribution—with jobbers in other sections of the country and expects to spread out. Already he has some 3,500 retailers. And this new kiddy board, he feels, will help him and Blum's considerably in crashing his new markets.

To get his board he wrote prominent parents of small fry, told them what he was trying to do (not forgetting to send along a three-pound box of Blum's). The parents fell for his plan. And now Blum's has a board of directors with names that fall richly on the ear: Giannini, Wanger, May, Linkletter, Corey, Douglas, to name a few. Not A. P. Giannini but Miss Victoria Giannini—age eight. She's the great man's granddaughter and, you will be pleased to know, her parents say she has a sweet tooth which they'll put up against any in the land.

Blum's president is a young man himself. Furthermore he has a terrific sweet tooth and has to restrain himself from eating up the company's profits. So he consoles himself by filling orders to Ibn Saud in far-off Saudi Arabia and making a chocolate malted for General MacArthur. It, and not Mr. Truman's scalp, was one of the first things the General ordered, from Blum's—natch—on his return from Japan.

The object of this open courting of the flower of the land is simple: Mr. Levy intends to find out what youngsters like, what they themselves would buy. With this information Blum's can then act on their reactions and advice. But he's set up his junior board on a senior plan: They'll be rewarded for their time and "effort." And their terms shall not exceed one year. Just how Mr. Levy intends to force resignations is not quite clear.

COMMENT

Citations for Our Mentors?

We've been asked how we would feel about the formation of a "Pioneers' Club" in the sales management profession.

Answer: We think such action is past due. And we're quite willing to be a party to the formation of such a club.

The sales management profession is still so young that a good many of the men who laid the groundwork for more effective sales training, for market research, for the development of higher ethical standards, for sales control administration, and many another of the management techniques that are now practiced, are still alive. Some of them are retired. But like the pioneers in law, medicine or architecture, we feel they should be recognized for their substantial contributions to the art and science of sales management as we now know them.

If you, too, feel that some of our pioneers should be identified and honored by election to membership in sales management's own hall of fame, will you (1) Say so, and (2) make your nominations. Address your letters to The Editor, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Making Friends with Jobber-Salesmen

In a talk before the March meeting of the Association of National Advertisers, H. C. Van Arsdale, vice-president, Smith, Kline & French, Inc., listed five simple and practical rules for a manufacturer to follow when he seeks the cooperation of the wholesaler's salesmen. These were his recommendations:

1. Provide him (the wholesaler's salesman) with simple, condensed information on your advertising and product.
2. Don't dazzle him with statistics, penetration of urban markets, etc., but do give him basic facts on media to be used and products to be featured.
3. Design your special promotional units for average size stores and encourage multiple sales to larger stores with extra inducements for the purchase of more than one unit. Don't confuse the wholesaler's salesman with three or four different deals of the same item designed for various classes of retail outlets.
4. If you operate on a selective rather than an exclusive policy through wholesalers, be sure to maintain orderly distribution by providing definite release dates, and be sure that all of your distributors respect these dates.
5. On the premise that the laborer is worthy of his hire, be sure that compensation is provided in keeping with the selling time and effort required.

There's some practical wisdom born of experience. With his twelve-pound catalog and thousands of items, the average jobber's



14th IN EFFECTIVE BUYING INCOME PER CAPITA

among Sales Management's 162
Metropolitan County Areas

If your TV schedule covers the first 100 markets according to Effective Buying Income per Capita, then the Quad-Cities market is among the leaders on your list. Over 234,000 Quad-Citians have the income to satisfy their tastes to a luxurious degree. And WHBF-TV is the only TV station in Illinois outside of Chicago. On ABC, Columbia and Dumont networks.

Les Johnson—V.P. and Gen. Mgr.

Quad-Cities' favorite

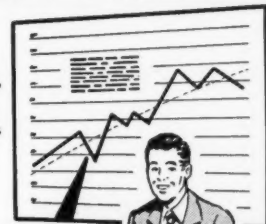
WHBF AM
FM
TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery-Knodel, Inc.

THE MODERN BLACKBOARD

For
Teachers, Lecturers,
Demonstrators,
Training Instructors



THE SPEAKER always
FACES THE AUDIENCE



*Screen
Scriber!*

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times...uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

Portable
Lightweight (only 7 lbs.)
Easy to use

For use in Industry, Advertising Agencies, Sales Groups, Schools, and Training Centers.

The price of Screen Scriber is \$61.00. For more complete details, write our National Distributor, Burke & James, Inc. (Dept. 42), 321 South Wabash Ave., Chicago 4, Illinois.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

Who's on First

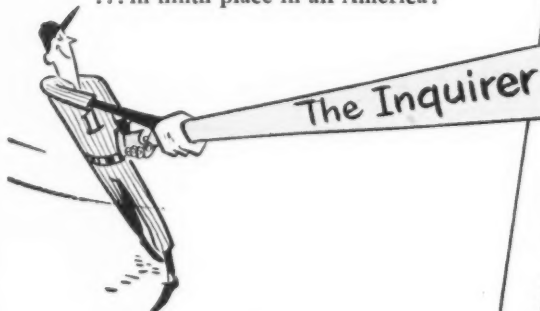
IN PHILADELPHIA

...according to Media Records, Inc.



The facts confirm what every successful advertiser in Philadelphia well knows: first choice in Philadelphia means Philadelphia's first paper, THE INQUIRER.

The "First 50" report of Media Records shows accurate figures of actual lineage; once again shows beyond question that THE INQUIRER is FIRST in Philadelphia ... in ninth place in all America!



Now in its 19th
Consecutive Year of Total
Advertising Leadership
in Philadelphia!



The Philadelphia Inquirer

Philadelphia Prefers The Inquirer

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., Empire State Bldg., N.Y.C., Longacre 5-5232; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

MEDIA RECORDS INC.		
NEW YORK	CHICAGO	COLUMBUS
		SAN FRANCISCO
TOTAL ADVERTISING of the First Fifty NEWSPAPERS		
(Both Six Day and Seven Day)		
As measured by Media Records, Inc.		
Year - 1951		
		Lines
1. Milwaukee Journal (E & S).....		45,788,940
2. Chicago Tribune (M & S).....		45,466,900
3. Los Angeles Times (M & S).....		42,256,545
4. New York Times (M & S).....		41,223,199
5. Washington Star (E & S).....		40,042,712
6. Miami Herald (M & S).....		38,081,593
7. Baltimore Sun (E & S).....		37,377,338
8. Detroit News (E & S).....		37,088,364
9. Philadelphia Inquirer (M & S).....		36,894,060
10. Houston Chronicle (E & S).....		36,671,355
11. St. Louis Post-Dispatch (E & S).....		34,094,238
12. Dallas Times-Herald (E & S).....		33,885,507
13. New York News (M & S) (See Note).....		33,708,320
14. Minneapolis Star & Tribune (E & S).....		33,526,473
15. New Orleans Times Picayune & States (M & S).....		32,761,168
16. Cleveland Plain-Dealer (M & S).....		32,528,996
17. Akron Beacon-Journal (E & S).....		32,490,263
18. Atlanta Journal & Constitution (E & S).....		31,467,687
19. Indianapolis Star (M & S).....		30,484,314
20. Newark News (E & S).....		30,425,324
21. Toledo Blade (E & S).....		30,321,251
22. Philadelphia Bulletin (E & S).....		30,159,653
23. Dayton News (E & S).....		29,961,872

New York News lineage includes 6,563,026 lines of split-run advertising.

salesman is bound to look with a jaundiced eye on the manufacturer who can't or won't take the time to simplify his proposition, condense his sales story, and reduce the advertising to some a-b-c's the salesman can understand.

Management Duties for Salesmen

In this issue, by coincidence, are two articles which report what happened when the sales force was asked to assume some management responsibility. (Pages 112 and 130) In the case of Chicago & Southern Air Lines, the field men took over the major part of the annual sales conference. In the case of Arranbee Doll Co., the men were asked to select the models that were to go into production, and to set the price ranges at which they were to be sold.

If this is revolution, the old time boss-men can make the most of it. But we think there is a discernible trend in the direction of capitalizing on the detailed knowledge of field conditions good salesmen gather, on their "feel" for buyer-psychology, on their latent abilities to contribute to management thinking. When salesmen are drawn into the management councils, they get a feeling of participation that is valuable from a morale standpoint . . . a sense of "belonging" to a team. Such a sense is particularly valuable in the cases of men who are away from home base for weeks, or months, at a time.

Where management has made an intelligent effort to consolidate the best thinking of groups of salesmen on any policy or operating problem, we've heard them say, always with some degree of wonderment, "We were surprised at the response . . . delighted with the value of what the men contributed." It all adds up to the fact that most of us are making only partial use of the human assets, the intelligence and the initiative available to us in our own sales departments.

Why Not Invite Students?

We tip our hat to the Sales Executives Club of Pittsburgh for the manner in which their members are drawing high school and college youngsters into contact with sales executives.

The club entertained the Colgate 13, a group of undergraduate singers, at a recent Monday luncheon in Hotel William Penn. Perhaps it would be more accurate to say that the Colgate lads entertained the sales executives for they sang after lunch. There was no other program.

It was obvious that the Pittsburgh sales executives were delighted with these students and we suspect that the Colgate 13 were happy to mingle with top-notch businessmen. The Colgate group get together for the fun of singing, but they're aware that they are out "selling" Colgate and themselves when they book their own singing dates and tour the East.

On the following Monday, the club entertained the local Boy Scouts.

All of this is a perfectly natural development in National Sales Executives' programs for arousing interest in selling as a career. It's just as much a part of the idea of drawing sales executives and students together as for sales executives to address classes.

We'd like to see more of this conscious contact. There are freshmen, sophomores, juniors and seniors in the Colgate 13. These youngsters consciously or unconsciously are being exposed to many professions. We have a hunch that other professions are "outselling" the sales profession itself. How many other sales clubs are bringing the college lads to their meetings?

Coincidence?

The leading

classified

media

of the country

are the

top papers

in other

ways, too

San Francisco
EXAMINER

HEARST ADVERTISING SERVICE

The BIGGEST

The Progressive Farmer

APRIL, 1952

Let's Go Fishing — and Take the Boys! — Painting by Harold Anderson



SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending April 15, 1952

THAT'S WHAT THE MEN SAY

The release of additional metal for civilian goods manufacture puts a still stronger spotlight on the need for more and better selling to move the increased production which man and nature are conspiring to turn out.

For some time the makers of consumer appliances have realized that their sales departments will be hard put to keep up with production, and now we find the automobile makers preparing for the roughest session of competitive selling since before the war. They are trying to toughen up their dealers, and they are supplying them with a torrent of direct mail and sales promotional aids, in addition to increased budgets for consumer advertising. Last week's automobile production was the highest since October and the loosened government materials curbs are expected to permit five million passenger vehicles to roll off the lines; until recently it was expected that there wouldn't be enough materials for more than four million cars.

Down in Florida nature has been kind, and it is estimated that 74 million boxes of oranges will come on the market. Ten years ago there were only 28 million boxes. Right now trees and their production seem to be increasing faster than drinkers of orange juice, with the result that processors will have to sell as never before.

And W. D. Evans, general sales manager for Elgin National Watch Co., warns all of us that the United States may soon have more capacity for civilian production than during any peacetime economy.

"The American economic system will be endangered if civilian production cannot pick up the slack when defense spending falls off," warns Mr. Evans. *"People buy because they are sold, and the very existence of a free America may depend shortly on what kind of sales job is done."*

ROUGH, TOUGH SELLING

Members of the Association of National Advertisers came to their spring convention well aware of the resistance being met by company salesmen and by their advertising messages. This is what some of them said:

"We'll spend more than ever before—about 8% to 10% more than last year—to plug our gas and oil this year. Everything we're doing is based on the fact that the competitive situation is terrific."

Wesley I. Nunn, Advertising Manager
Standard Oil Co. (Indiana)

"Our advertising budget this year will be 10% to 15% greater than it was last year. And we are stepping up our promotional activities in addition. More selling is required all along the line. In fact, the specialized products used by indus-

try, like control devices, medium-sized motors and meters, now require the biggest selling effort since before World War II."

Harry J. Deines, Advertising Manager
Westinghouse Electric Corp.

"Sales forces today are pathetic. The newer salesmen, those around less than 10 years, never had to do any real selling, so they don't even know where to begin. And many of the old-timers have gotten pretty rusty. So we're going to put both groups through a rigorous training program to get them on their toes again."

Carl M. Lyng, Jr.,
Advertising & Sales Promotion Manager
Yale & Towne Manufacturing Co.

FORTUNE SPEAKS ON SELLING

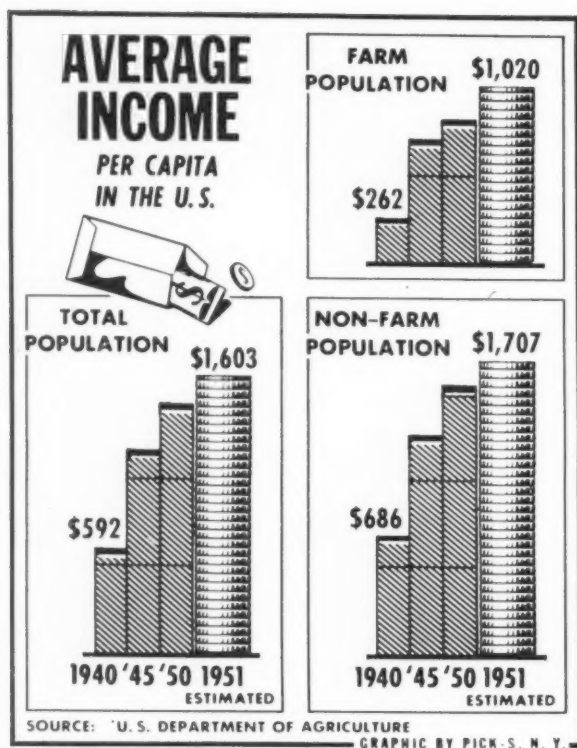
In the first of a series of 10 feature articles on selling, the April issue of *Fortune* gives its readers some marketing ABC's. While the professional sales executive may find this first article rather elementary, it should be remembered that it is directed to an audience of business executives where those brought up on the production, finance, legal and general administrative sides of business represent the great majority.

Fortune will perform a great service for selling in general if it succeeds in planting the seed among such men that SALES is the number one problem of today and tomorrow. Then, perhaps, there will be less reluctance on the part of executive committees and boards of directors to give selling (and its tools, advertising and promotion) *budgets designed to do a job*, rather than budgets based on a fixed and unvarying percentage of past or anticipated sales.

From all over the country our editors report a rash of price reduction ads by department stores, and on this point the *Fortune* article makes a sound observation: "Most department stores built up inventories so much that they suddenly found themselves forced to liquidate inventory rather than to do a well-rounded job of selling, in which price is only one of several ways of attracting a customer."

The article presents a round-up of reasons why the consumer didn't buy as much as he could have bought in 1951, but it omits what is to us the major reason for the slow movement of "postponable" purchases. The analysis mentions high prices, consumer insecurity about the future, and the perverse but psychologically sound reason that people buy when goods seem to be growing scarce—but omitted is the big point that *so many consumers have so much*; consumers have high inventories of wanted goods; they feel that they don't need a new refrigerator or car or carpet or TV set or even a shirt or a pair of shoes.

So the sales problem is to make them want something



they don't actually need—or to uncover another strata of prospects who do not have these things in profusion.

A NEW BOOK ON SELLING

We all know that some salesmen can be made, while others are born that way. One man who undoubtedly never read a book or article on selling, proved by his achievements that he was one of the greatest salesmen who ever operated in this country. His name was Duveen, an Englishman, who was the most spectacular art dealer of all time and whose audacious selling methods lured millions from the richest collectors in America.

When he was young he observed that Europe had plenty of art and America had plenty of money. To trade the first for the second became the ruling and highly profitable passion of his career. His sales line was, "When you pay high for the priceless, you're getting it cheap."

His customers were the wealthiest in America—Frick, Morgan, Hearst, Mellon, Rockefeller, Widener, Kress, Altman. He arranged the biggest deal in the history of art (\$21 million); offered the highest price ever bid for an art masterpiece (\$1.5 million).

The devices he used in making sales, his irrepressible enthusiasms, and his swashbuckling tactics, are revealed in a biography by S. N. Behrman, titled "Duveen," and published by Random House.

Mrs. Hearst says of Duveen: "He didn't want to sell his stuff, but they always badgered the poor fellow till he gave in," while Albert B. Lasker says of him: "I expected to pay the highest prices for masterpieces. What I did *not* expect, what I was to discover, was that I

would also have to pay a large premium for paying the highest prices!"

The book is unlikely to be found in future bibliographies of books on selling, but we recommend it as a masterpiece on the subject.

WHAT ADVERTISERS WANT

McCann-Erickson, Inc., asked 400 advertisers to tell what they most wanted—and appreciated—in agency service. Creative skill was ranked as most important by 383; merchandising experience was second with 300. This emphasis on merchandising represents a great switch, and an acceptance of the problem we've been hammering away at for 17 months in "Adventures in Shopping."

Assistance in sales management was mentioned by 170; public relations counsel by 122.

The question was turned in reverse ("What would you say is the weakest aspect of your agency relationship?") and merchandising was cited as first by 70, creative skill 37, service 32, research 19.

SMALL-TOWN SELLING

I was brought up in the little town of Oregon, Wis., which has a weekly paper called the *Observer* with a present circulation of 775 which, as I recall, is about what it was when I lived there.

Ever since 1910 the paper has been owned and operated by Ed Kramer with lots of assistance from his able wife. Now 77, but still active, Ed had a fall on the ice this winter and broke his shoulder.

When the news reached Madison, publisher Don Anderson of the *Wisconsin State Journal* rounded up three of his reporters, an advertising man and linotypist and drove down to Oregon to put together an eight-page issue so that the *Observer* might not miss an issue.

I dropped Don Anderson a note of congratulations for what I consider a beautiful gesture and I think you might be interested in his reply:

"There wasn't anything particularly noble about what we did. When I read that this poor old guy had broken his shoulder and would have to suspend publishing, I thought the least we could do is go down and give him a hand. It was a lot of fun. All of us had either worked on a weekly paper, or had a yen to do so, and so it was kind of a game.

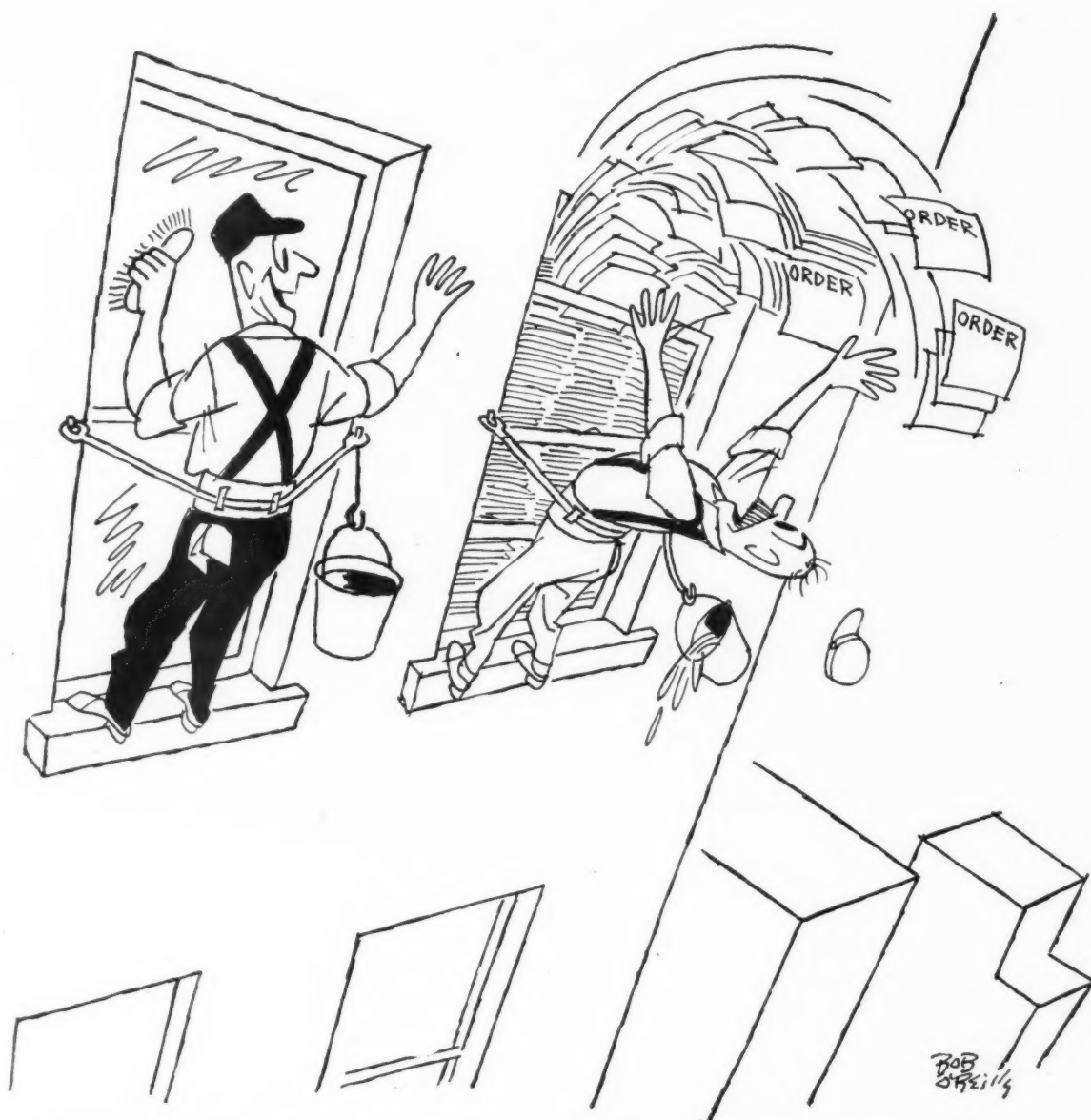
"The most amusing part of the experience was a little bit down your alley. We took along an advertising solicitor and I told Ed if he'd give me a list of his accounts, we'd put this boy on the street and pick up some business for him. The old fella looked a little puzzled and said, 'Why, in the 42 years I've been here I've never solicited any advertising.'

"It was my turn to be puzzled. I asked him how in the world he got it. He sort of smiled pleasantly and said, 'Why, it just comes in.'

"We opened up the mail, and sure enough there it was. And to think that you and I work for a living and try to sell things."

PHILIP SALISBURY
Editor

SALES MANAGEMENT



"Careful! That's where they keep orders from their advertising in the Des Moines Sunday Register!"

Piling up results is all in a Sunday's work for the Des Moines Sunday Register.

Big things happen because it's a big market you stimulate—an entire state, no less. The Des Moines Sunday Register makes you welcome everywhere in this lush 3½ billion dollar market of 2½ million people. You get the floor in two out of three Iowa homes, both city and country. Coverage in 79 out of the total 99 counties ranges from 50% to 100% . . . 40% to 49% in 12 counties more, and nowhere is it less than 21%!

Count yourself in this sales manager's dream . . . where urban spending is greater than Philadelphia or Boston, and a farm market that's the greatest on earth. Milline rate \$1.86.



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION Sept. 30, 1951:
Daily, 371,459—Sunday, 536,752

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

Five Cockeyed Ideas Salesmen Entertain about Advertising

1. *"I'm a typical American. That's how I can judge how good an ad is."*
2. *"It must mean something when so many of my friends don't like our ads."*
3. *"Give me local advertising; national ads don't do me much good here."*
4. *"Never mind the advertising: Give me a deal!"*
5. *"I am bored with our ads; it's about time we had something different!"*

BY OTTO KLEPPNER • The Kleppner Co.

1. "I am merely a typical average American. The chances are what I like others like, and what I don't like others won't like. That's why I can judge how good an ad is by the way it strikes me."

That statement seems modest and simple and reasonable. However, the "typical average American" is a statistical myth. According to best reports, he is about 30 years old, 5' 7½" high, with a 33¼" chest and a 31" waist. He has had a total of eight and one-half years schooling (which means about one-half year of high school); he is married, living with his two children, and saves \$523 out of the \$3,000 he makes at semi-skilled work. If for no other reason than the last one, we know he is not a salesman, for while sales work requires great skill, the semi-skilled work of the "typical average American" refers to manual or technical labor.

If you still think you are the "typical average American," look around you in a restaurant (By the way, why did you pick that restaurant?) and see how many people are eating exactly what you are eating and wearing the same tie and suit you are wearing. Right off the bat you will say, "Where are we supposed

to be—in the Army?" And the answer is, of course, not! You are an American civilian who has the wonderful privilege of deciding for yourself what you like and what you don't like; you also have the right to proclaim to all the world—if you so desire—"I know what appeals to me!" But that right gives you no wisdom to say, "and whatever appeals to me appeals to most other men, too." For if you do say that so far as advertising is concerned, you will be as mistaken as were most of 135 salesmen at a recent sales convention.

They were presented with 10 pairs of tested advertisements for different products, each advertisement having been run in competition with the other in its pair. In one test, for example, both advertisements for a product had been published at the same time in a split-run edition, one advertisement appearing in one copy of a newspaper, the second advertisement appearing in the alternate copy of the same paper, in the same size space and in the same position. Both advertisements called for a direct response, so that the advertisers could definitely tell which of the two advertisements pulled better. Through this and other forms of testing familiar to advertising, it was definitely known

which was the better advertisement in each pair. The salesmen were invited carefully to study the 10 sets of advertisements, and to pick what they judged to be the winners of each pair. Most salesmen expressed little doubt, as they handed in their ballot, that they were able to pick the winners pretty well. The results, however, were:

100% correct	0 salesmen
90% "	0 "
80% "	1 "
70% "	4 "
60% "	18 "
50% "	30 "
40% "	36 "
30% "	37 "
20% "	6 "
10% "	3 "

One hundred twelve men out of 135—or 83% of all the salesmen—were wrong in 50% or more cases! The greatest number of men guessed correctly in 30% or 40% of the cases, giving them a batting average, of being able to pick advertisements correctly, of 35%. The same experiment among other groups shows about the same degree of wrong guesses.

MORAL: When it comes to interesting the public, it's the taste of the fish that determines the bait, and not the taste of the fisherman.

II. "It must mean something when so many of my friends like (or don't like) our advertising."

In the first place, are your friends the kind of prospects to whom you are trying to sell your product?

In the second place, their judgment of advertising is no better than yours, and you can see how wrong you can be.

Finally, many people say they like certain advertising but do not use the brand of the product so advertised, but will use, instead, the brand of product whose advertising they say they don't like. Yet, if you ask them *why* they use the product whose advertising they don't like, they will often quote as their own reason some of the very phrases used in the advertising.

The real test of advertising among friends is whether they like the product. If they do—and if they buy it at retail—they are the right kind of friends, and you have the right kind of advertising.

MORAL: It isn't your advertising that's in a popularity contest, it's your product.

III. "Give me local advertising: National advertising doesn't do me much good here."

If you want to start a lively discussion among a group of advertising men, ask what the difference is between "national" advertising and "local" advertising. The terms have many meanings. "National" advertising may mean newspaper advertising paid for by the manufacturer; "local" advertising may mean newspaper advertising paid for by the retailer. "National" advertising may mean advertising which appears in many cities throughout the country, whether in newspapers, magazines, outdoor signs, or over radio and television. Thus you have "national" advertising appearing locally in newspapers, and advertising of local stores such as A & P appearing nationally in magazines. What's local? What's national? There is one person, however, who is not the least bit confused by this local-national argument. And by coincidence, he happens to be the most important person to all advertising—the consumer. He divides all advertising into that which interests

him, and that which does not interest him. The advertising that never crosses his path does not even exist so far as he is concerned.

Thus, in making advertising plans, the constant question to keep in mind is: How can we get our advertising message before as many prospects as possible at the lowest cost per message? Among the methods of reaching those prospects is through the newspapers and magazines they read, and over the radio and television stations to which they tune in.

If a salesman were to spend as much time calling on consumers as on retail merchants, he would discover who reads the 10 million copies of magazines bought in this country each day—his own customers. If he were the local postmaster assorting the mail, or the postman delivering it, or if he owned a newsstand with a magazine rack, he would certainly know that magazines represent a most important messenger service for delivering advertisements in a lot of homes in that neighborhood.

Campbell Soup Co. originally built its entire business on magazine advertising exclusively. Many other companies, whose names are household words, have also relied heavily on magazines to create customers for their brand of goods. This is not to imply that magazines should always be used, or should be used exclusively, but it would be shortsighted for any manufacturer trying to sell his product to as many people as possible to deny himself the use of magazines because the retailer happens to be more familiar with, and partial to, newspapers—good though they are, too. Or for the same reason to pass up television or radio network shows.

MORAL: And when it comes to picking media too, it's the taste of the fish that determines the bait, and not the taste of the fisherman.

IV. "Never mind the advertising: Give me a deal!"

Some of the country's smartest salesmen sit behind desks marked "Buyer." For no sooner does this buyer's eye alight on a product he would like to sell, than he turns around and begins to sell the salesman a bill of goods—pointing out how lucky the salesman would be to get into that outlet, or how big an order he can get, or how fine a promotional job that store will do—provided the salesman can offer something "extra." A stranger walking into the room at that moment couldn't tell who was selling whom.

The extra may be a deal, a dis-



About the Author . . .

When he was only 10, Otto Kleppner sold groceries in his father's store—and he's been selling ever since. He is head of the Kleppner Co., New York City, a 4A advertising agency, and has served as Governor of the New York Council of the AAAA. Nearly 200,000 copies of his book "Advertising Procedure" have been sold, and it is now the basic text in 300 schools and colleges and has been published for the growing South American trade in Buenos Aires.

count, or a cooperative newspaper advertising allowance, or a similar proposal. Deals are a recognized form of merchandising. Deals represent an important policy decision. Deals involve many problems. What are we trying to accomplish? At what cost? What is the formula of deal to order? Is it correct under the Robinson-Patman Act? Is the timing right? How about the jobber set-up? How can we prevent abuses? These are among the questions a firm must resolve before offering a deal, assuming it wants to do so at all.

One of the oldest techniques used by buyers to sell a salesman on a special deal is to dangle a big order before him, and to show how easy it would be to take the deal money out of the local advertising, "which the public would never miss anyway." (This from a fellow who had previously asked for "local" instead of "national" advertising.)

Quite true, the public never misses advertising which does not appear. But before long, it doesn't miss the product itself. Soon the firm won't miss that salesman who falls for that line, either.

MORAL: Nobody ever asks for a deal on a product that nobody asks for.

(Continued on page 146)

GOOD TASTE . . . is the hallmark of John P. Cunningham's personality. This big, quiet—almost shy—executive v-p of top-drawer Cunningham & Walsh, Inc., advertising agency—is also the new board chairman of the Four A's. A New Englander and Harvard product, he is an extremely vocal proponent of good taste in advertising, maintains that the only physical aspect of the advertising business is confidence and trust. John Cunningham had expected to make art his life work. Although he started in the advertising business as an artist and still wields a mean brush (His design was the official emblem for the famous World War II submarine, US Queenfish.) he soon switched to copywriting. And today, as a top administrator, he continues to write some of America's remembered advertising copy. Primarily he's an idea man, says he's deeply involved in all of C & W's accounts, through choice. He believes that it falls to agency men to help clean up TV through their own voluntary efforts. . . . Cunningham's first job—in the Art Department—was with Newell-Emmett, predecessor of his present company. By '31 he was a v-p, later the agency's creative head—the job at which he still spends most of his day. He loves houses, once bought 14 on speculation, sold each at a profit!



GUY GILLET

They're in the News



55-MILLION . . . people—over the age of 40. They're the targets of *Lifetime Living*, the new service magazine bowing in early May. It's the brainchild of Henry Schmidt, Jr., who looks too young to know what the elder segment of our population thinks, feels, needs. But Schmidt's background is studded with advertising, editorial, circulation and publishing: He's been with *McCall's*, Street & Smith, *Cue*, *Popular Science*. His new baby is, he says, "the first to be keyed to the broad interests of mature Americans who reject the 'look-younger-than-you-are, act-younger-than-you-are' type of thinking." *Lifetime Living* aims to help them grow older aggressively, creatively, social-mindedly. It will deal with the how-to techniques of travel, home building, hobbies, cosmetics, fashion, money management and health. With the American population becoming steadily older, because of medical and other advances, Schmidt feels his magazine is a natural. And it should be a financial success for it offers advertisers a large, financially-secure market.

SALES MANAGEMENT

DARING YOUNG MAN . . . is John H. Poole, who is a-building a new TV and a new radio station in an area of which all pundits agree there is already an over-population of both—Los Angeles. This isn't the first time 35-year-old Poole has flown in the face of destiny and come out the winner: He built AM stations in both Santa Clara and Pasadena, built them into black-ink operations, sold both at healthy profits. Poole's is a rare combination of solid engineering know-how (He holds every license issued by FCC, from ship radio operator to first-class broadcast technician.) and solid sales sense. His engineering background is responsible for his founding KBIG on Catalina. Salt water is the best conductor known to radio; Catalina enables a signal to travel via salt water to the whole coast of California, from north of Santa Barbara to below the Mexican Border. For three years Poole has spent good money, with no possibility of return, on an experimental TV station in the new Ultra High Frequency TV band. Now, with what he's learned, he's applying to convert his Mount Wilson telestation into a commercial license. And he's building his radio station out of TV profits. He bought TV manufacturing stocks in '46, sold them at a profit five years later!

BY HARRY WOODWARD



UP FROM SALES . . . to the presidency of his company is Arthur O. Lane. After five years of service as general sales manager and 20 with the company, the unassuming, go-getting Mr. L. has reached the top spot of Derby Foods, Inc. All of his sales life Arthur Lane has been involved in marketing foods. He began with Libby as a salesman in charge of pineapple sales and promotion on the Eastern Seaboard, was a branch house manager at Norfolk and New Orleans. His sales ideas were so fruitful—no pun intended—that he was also called in for special work in the company's Chicago General Sales Department. After 11 years with Libby he joined Derby, became assistant manager in charge of Peter Pan peanut butter sales about 10 years ago. As sales manager he brought that product into national distribution and built its sales to the number one spot in the nation. He's also largely responsible for popularizing Derby's line of ready-to-serve meats in both tins and glasses.

Salesmen's Time and Duty Study Spots Sources of Waste for Atlantic

How big is a territory? How many accounts for one man? How often should he call on them? Why do some salesmen get better results than others? Atlantic Refining dug out answers that brought about policy and operating changes.

**Based on an interview by A. B. Ecke with
NOBLE HALL • Manager, Sales Research
The Atlantic Refining Company***

At least 14 significant changes in sales policy and operating methods have been made or are in process of being made by Atlantic Refining Co. as a result of a time and duty study of its salesmen. Among them:

... Elimination of unprofitable order sizes.

... Elimination of unprofitable small accounts.

... Elimination of fractional salesmen through changes in district territories, so that they balance with the number of required salesmen.

... Establishment of control records to help salesmen to plan and supervisors to control.

... Reduction of the number of calls per account.

... Revision of the training program to make supervisors and salesmen more effective.

Atlantic is an integrated petroleum producing, refining and marketing company. Domestic marketing of petroleum products is confined to the Atlantic Seaboard. The marketing area is divided into six geographical marketing regions which, in turn, are subdivided into marketing districts—a total of 34.

In this marketing area, approximately 300 salesmen are engaged in direct marketing, which is the sale of gasoline, motor oil and other related automotive petroleum products to retail accounts (service stations, garages, etc.) and commercial accounts (accounts with sufficient automotive equipment to justify their own stor-

age facilities, such as department stores, over-the-road haulers, bakeries, farms, etc.). These 300 salesmen were the subject of Atlantic's first study and are the ones covered here. Atlantic has many other types of salesmen, including highly trained technical salesmen requiring a chemical or mechanical engineering background, and the time and duty studies in this area have been equally productive.

Before the time and duty study was made, Atlantic had measured

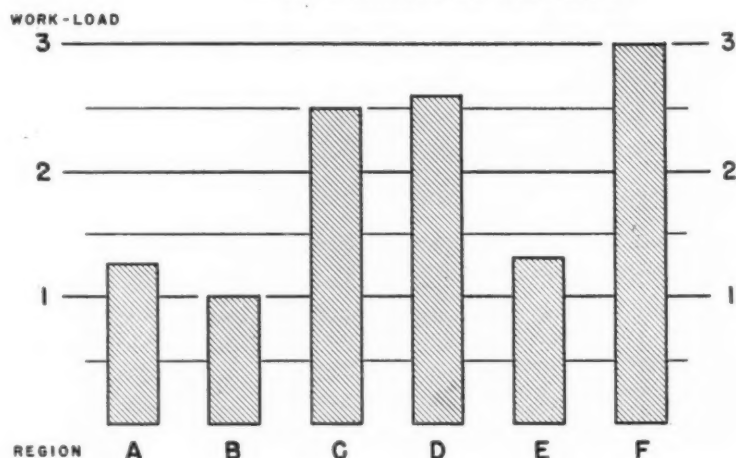
sales performance by comparing salesmen against salesmen, or by comparing the individual's increases of sales against industry's increase, or against quotas subjectively set by management. The weaknesses of such methods were well realized by Atlantic management, says Noble Hall, manager of sales research, for the measurement was the average of the good and the poor—not the best.

The sales department was faced with a well-defined problem: How could the salesmen be most effectively utilized to increase marketing profitability? Over a 15-year period total sales manpower cost had increased 179% and, although volume had increased, the gross operating margin had increased only 17%. As a result, profit per sales unit had decreased. In the area of selling, Mr. Hall points out, Atlantic had to increase profitability by (1) decreasing costs, (2) increasing sales, (3) preferably, by both increasing sales and decreasing costs.

"In starting our study," says Mr. Hall, "we were off to a good beginning because a regional manager had

COMPARISON OF ACCOUNTS PER SALESMAN...

— BY MARKETING REGIONS



NOTE A weight of one was arbitrarily given to the region with the lowest number of accounts per salesman. The bars show the enormous variation in the work-load at the time the Atlantic Study was made. Region F, for example, had three times the average number of accounts per salesman as Region B.

* Philadelphia.

Chart II

HOW THE AVERAGE DEALER SALESMAN WAS SPENDING HIS TIME:

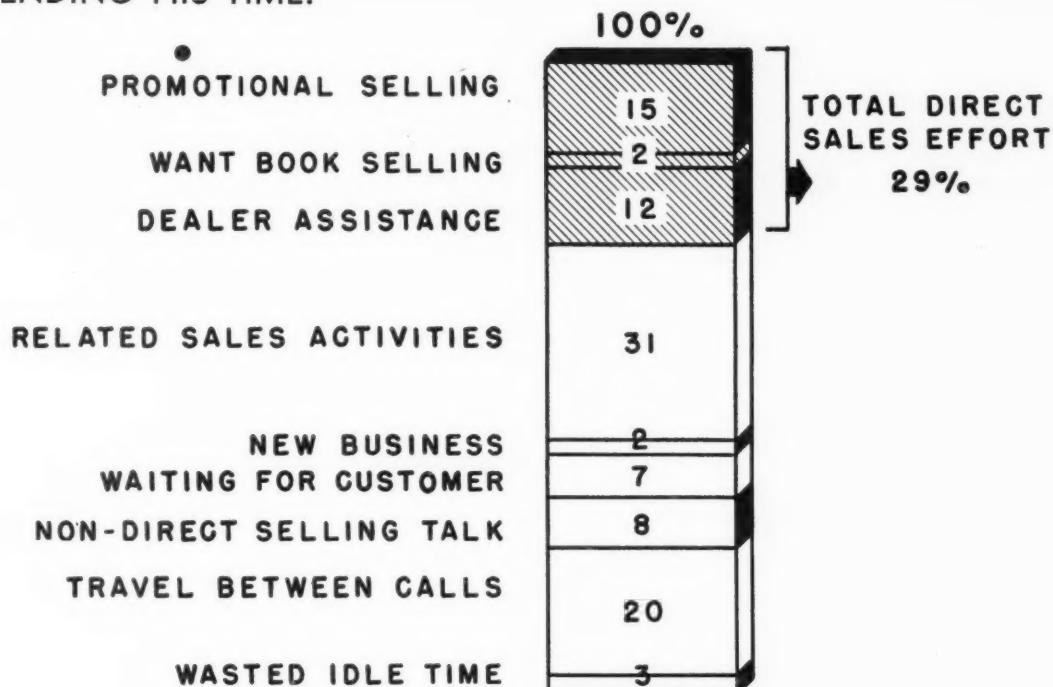
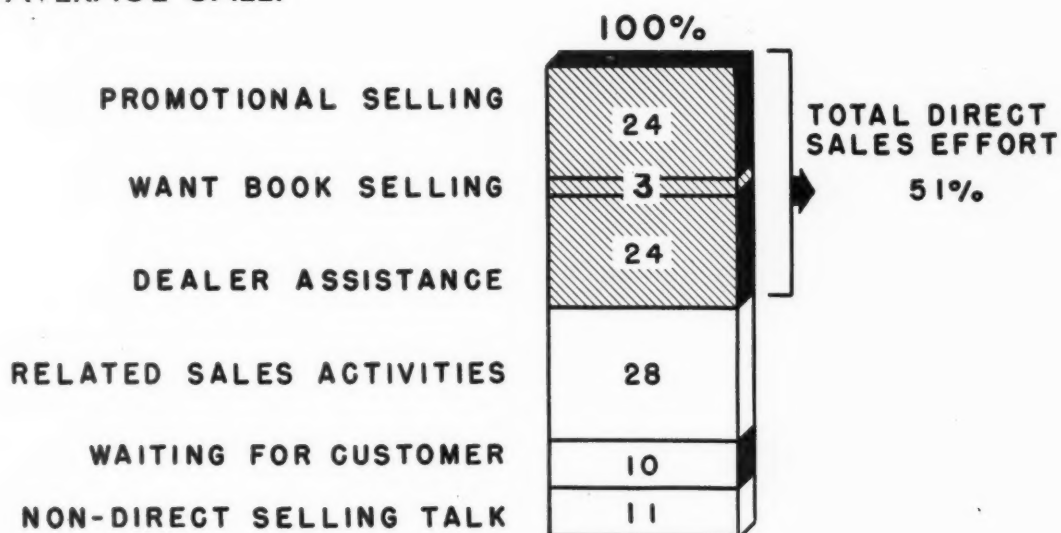


Chart III

THIS IS WHAT HE WAS DOING ON AN AVERAGE CALL:



PROMOTIONAL SELLING: The man is attempting to sell a specific product or service.

WANT BOOK SELLING: The dealer tells the salesman what he wants, either by a "want list" he has maintained or by word of mouth.

DEALER ASSISTANCE: Any action on the part of a salesman that will help the dealer sell more products and services or operate more efficiently.

RELATED SALES ACTIVITIES: Activities required by company policy and necessary activities not related to direct selling effort.

WAITING FOR CUSTOMER: When customer is not available for discussion and the salesman is idly waiting.

NON-DIRECT SELLING TALK: Conversation is not directly related to selling a product or service.

requested it, and his interest and enthusiasm—and that of his staff—assured a successful study. Line management actively participated in the planning of the program. Their thinking and experience, combined with staff techniques, resulted in a study that gave management facts they could trust.

"Questions had been raised as to whether or not salesmen could be time studied. Here again it was brought out that what we know we do not fear. The purpose and method of the time study were fully and carefully explained to salesmen. All questions were honestly answered.

"The salesmen were advised that in no way was this a study of individuals. They were promised that when the results were tabulated it would be impossible to identify any one individual. No exceptions were ever made to this promise.

"The salesmen, for the most part, appeared to welcome the study. They had no fear of what we would find out about their time spent on the job. They believed the results of the study would make them better salesmen."

The first group studied was comprised of commercial salesmen, those who sell to companies owning a number of trucks and passenger cars. Later studies were made of dealer salesmen, those who sell to service stations and who are comparable to salesmen in the convenience consumer goods field selling to retail outlets and wholesalers. Also studied were lubricating oil salesmen, furnace oil salesmen, and salesmen of specialties, all of whom can be compared to industrial salesmen.

Atlantic made three simple studies:*

1. Comparison of Accounts Assigned to Similar Type Salesmen:

This was compiled on a district basis for each type of salesman. The accounts of all salesmen were totaled and divided by the number of salesmen to give the average number of accounts handled by a salesman. The same figure was obtained for each marketing region. (Each of six regions has at least three districts.)

Chart I shows the average number of accounts handled by a salesman on a regional basis. The average of the highest region was three times that of the lowest. Each regional average is the average of many salesmen so the individual range is of course far greater than the regional range. Adjustment for different marketing conditions, such as size of account, local competitive situations, size of territory, the relative proportion of

No. 2 and No. 3 accounts,** might modify some of the differences. Even with the adjustments there were still substantial differences which could not be justified.

2. Comparison of the Number of Annual Calls on Same Type Accounts by Salesmen: The daily reports of a number of salesmen were analyzed to develop the number of annual calls they were making on their accounts. A comparison of the number of calls on similar types of accounts showed great differences, both between salesmen and between average salesmen of different districts.

3. Time Study of a Salesman in the Field: To get a quick, rough picture of how a salesman spent his time in the field, a salesman was selected at random and his time activities were studied for several days.

The chart shown on the front cover shows the breakdown of his time on a typical call. (The chart in the opposite wheel shows the same breakdown for a high-rated salesman.) When these figures were computed on a per-day basis, it was revealed that the low-rated salesman was spending only 15% of his time selling Atlantic products. This was a most disconcerting picture, says Mr. Hall. It convinced management of the need for more knowledge of what salesmen were doing.

To determine how the salesmen spent their time, the salesman's job was broken down into elements. Fifty elements were used. Their broad nature is indicated by these examples: stock checking, selling with samples, want book selling, display advice to customer, wait for customer, handle customer complaints, travel between calls, write orders, general conversation, collection and adjustment, etc.

After the completion of the field study, the data were accumulated to give many different pictures. One of the most interesting pictures to management, Mr. Hall reports, was the one showing how the salesmen spent their time. This was presented as an average day. It was obtained by adding all the times of the same elements and dividing the total by the total days of the time study. The sum of the average times of the elements represented the average day or call of a salesman.

Chart II shows the average day and call of a salesman calling on dealer accounts. The significant fact here, Mr. Hall points out, is that he spent only 29% of his time on direct selling. In order to increase this time,

other times must be reduced. "Related sales activities," Mr. Hall believes, "offer the greatest potential saving, and as this is, for the most part, the result of company procedures, studies should be made in this direction. Travel between calls took 20% of his time. In many cases it has been possible to cut this time in half by careful scheduling and planning.

"In looking at these times, it must be remembered that they represent an average (arithmetic mean) of many salesmen. In the wide range of individual salesmen some spent as much as 35% of their time in traveling."

Another way Atlantic presented the results was on the basis of a time breakdown of an average call. Chart III shows the average call of a dealer salesman. It includes only calls on the same type dealers. For definitions of the terminology used in each breakdown, see Chart III.

Non-Direct Selling Talk

"The more time a salesman spends on selling effort the more he will sell," says Mr. Hall. "Chart III shows the average salesman spending 10% of his time idly waiting for the dealer. A wide-awake salesman can materially reduce this time by trying to call when the dealer will be available, or by writing his reports, checking stock, planning his work, etc., while waiting.

"A book could be written about non-direct selling talk. This does not include the necessary "Good Morning," "Good-bye," "How are you," etc., but is conversation unrelated to selling, such as talk on baseball, fishing, politics, etc. We do not say all of this conversation is unnecessary, but we do say many salesmen spend too much time on such talk. A good salesman has to 'dominate' his customer to a certain extent. A feeling of friendliness is important in any customer-salesman relationship, but the poorer salesman will attempt to

* In planning the studies, Atlantic made use of many of the techniques described in "Sales Management," a book co-authored by H. C. Nolan, formerly of Ohio State University and now vice-president of McKesson & Robbins, Inc., and H. H. Maynard, and in "Increasing Wholesale Drug Salesmen's Effectiveness," authored by Dr. James H. Davis, Ohio State University.

** No. 2 accounts are good, representative service stations leased and operated by dealers. No. 3 accounts are service stations owned by the dealers. Some are stations with complete facilities but many are small outlets with just pumps and no lubrication bays. In general, No. 2 accounts require more sales attention than do No. 3 accounts.

Chart IV

...AND

HERE IS A FURTHER BREAKDOWN

ON...

AND...

DEALER ASSISTANCE:

RELATED
SALES ACTIVITIES:

MANAGERIAL ADVICE



HOUSEKEEPING



DISPLAY ASSISTANCE



SALES TECHNIQUE



DEALER COMPLAINTS



WRITE REPORTS



CREDIT & COLLECTION

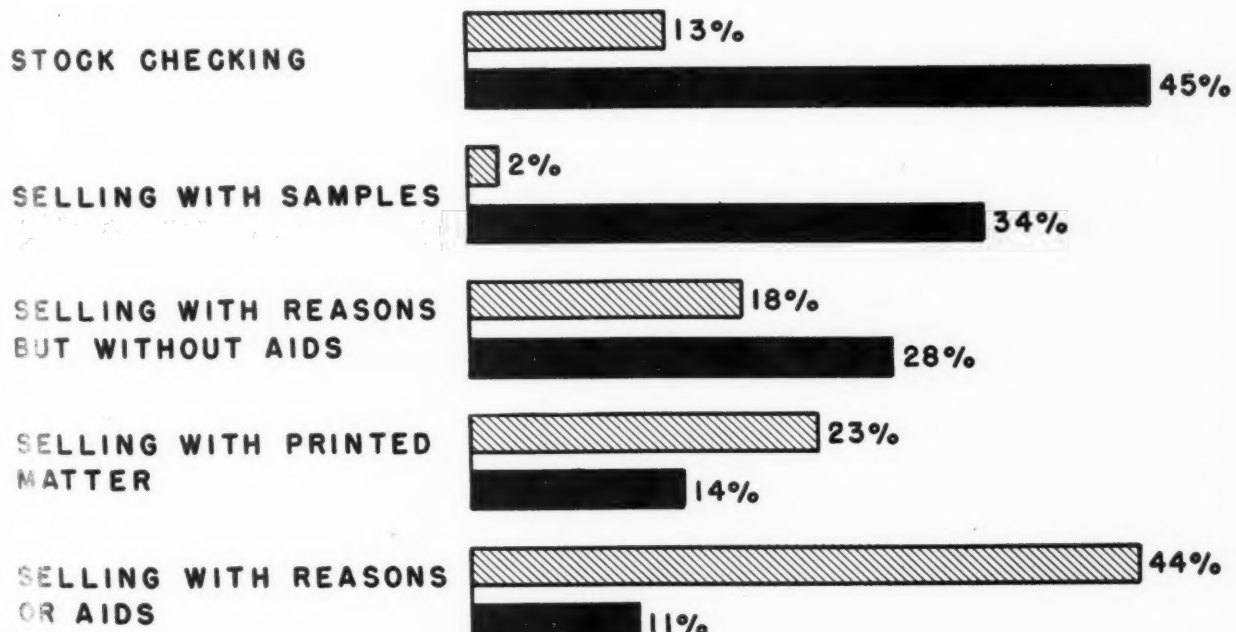


Chart V

MOST EFFECTIVE SELLING METHODS
AND THEIR FREQUENCY OF USE:

FREQUENCY OF USE

EFFECTIVENESS



sell himself rather than his products. We found in our study that the average salesman, as the chart shows, spent 11% of his time on this kind of conversation. We found some salesmen spending as much as 40% of their time with the dealer on talk unrelated to selling. Invariably these were our less effective salesmen.

"Since Atlantic sells to a dealer what he in turn re-sells, it was obvious to management that much of the salesman's selling effort must be directed toward helping the dealer sell his products and services. Chart IV shows some of the figures for the detailed elements of an average call.

"Display assistance warrants more than 1% of the salesman's time. Helping the dealer with sales techniques is most important and our salesmen should be trained to devote much more than 1% of their time to help the dealer increase his sales. We have always prided ourselves on the housekeeping standards of our service stations and more than 1.3% of the salesman's time, at the dealer location, should be spent on improving cleanliness, orderliness and appearance.

"Our time study indicated to us that we should try to reduce the 2.7% for credit and collection and the 3.8% for writing reports. The 6.4% spent on dealer complaints was of great importance to us. It indicated a need for more extensive study of sales policies, credit and collection procedures, delivery methods and the salesman's attitude and method in handling complaints.

Selling Methods Are Studied

"The study, in addition to giving a picture of time distribution, told us how effective were our selling methods and arguments (reasons for buying) and how frequently they were being used." (See Chart V.)

Stock checking is going over the dealer's stock, either by physical examination or by questioning and determining if the stock supply is less than the minimum quantity required by the dealer. Chart V shows that out of each 100 items checked by this method, sales were made of 45 items—expressed as an effectiveness of 45%.

Selling with samples resulted in an effectiveness of 34%. Selling with reasons but without aids covered giving a reason or argument as to why the dealer should buy but not using a sample or an illustration. This method was 28% effective. Selling

with printed matter showed 14% effectiveness. However, Mr. Hall points out, this method is low because much of this selling was done by leafing through the catalog and merely asking the dealer if he wanted to buy. When illustrations were coupled with real reasons for buying, the effectiveness ran over 35%. Selling without reasons or aids was merely saying to the dealer, "Do you want motor oil . . . Do you need oil . . . How's your motor oil . . . and not using any argument, samples or illustrations. This method was only 11% effective.

The frequency of use column in Chart V shows that the best methods were used the least. Stock checking and selling with samples were used on 15% of the total sales attempts, while selling without reasons or aids—with its low effectiveness of 11%—was used 44% of the time. "It is easy to visualize the value of facts such as these in training salesmen to do a better selling job. Mr. Hall points out.

Effective Sales Arguments

"The study also gave us facts on the best sales reasons or arguments to use in selling our products. The sales argument Stock Need was, of course, the most effective whether used in selling method Stock Checking or the selling method Sample Selling. The sales argument of Saleability and Profitability were effective in selling our products. Sales arguments should be used with all selling methods. As in the case of Sales Methods, we found the best arguments were used the least. In 61% of the sales attempts the dealer was given no real reason for buying. When no reason was given, only 10 out of 100 sales attempted resulted in a sale.

What are the results of the time and duty study? And what action is being taken by Atlantic management in using the findings to effect an increase in unit profit? Here's what Mr. Hall reports:

... The "Sales Mission" for salesmen has been clearly defined. The salesmen now know their responsibility. Management has seen to it that descriptions and duty lists have been written down.

... Standards for number of accounts and number of calls have been established for the majority of the salesmen . . . which have resulted in an increase in unit sales profit. In one area, as a result of these standards, there was a reduction in base selling cost of 38%, with an increase

in new business of over 15%—all in a period of six months.

... Changes in district territories, so that they balance with the number of required salesmen, eliminating the fractional salesmen.

... Establishment of better selling methods and providing better sales aids.

... Plans for a major training program to make supervision and salesmen more effective: training on the value of time, on sales effectiveness, on duties of the job for district managers, supervisors and salesmen.

... Establishment of better standards for rating salesmen.

... Elimination of unprofitable order sizes.

... Elimination of unprofitable small accounts.

... Establishment of a base for determining the sales cost of products.

... Realization on the part of management that salesmen are "made" not "born."

... Realization on the part of management of the difference between a sales manager and a "head salesman."

... Establishment of control records to help the salesman plan his work and the supervisor to control.

Non-Selling Work Eliminated

... A committee has been formed to start studies to eliminate as much "non-selling" work on the part of the salesman as possible. This committee already has simplified the salesman's daily report form and has prepared a customer call schedule form which provides (a) supervisory control for supervisors, (b) gives the salesman something to check and plan his pattern of selling, (c) provides a record of the methods of calling.

... The determination of the difference, if any, between work load requirements in different marketing areas (urban, rural, competitive position, etc.)

... Recommendations for consolidating or separating the sales of different products—having one salesman call, where more than one called before—or vice versa.

An example of what has already been accomplished is Atlantic's application of the findings of the time and duty study to commercial sales planning in the Philadelphia and New

The **AMERICAN WEEKLY**

*is proud to announce
that beginning September 7, 1952
the*

St. Louis Globe-Democrat
*one of America's great newspapers
will be added to the group
of 22 newspapers that now
distribute this publication*

Through the St. Louis Globe-Democrat, The American Weekly will reach this vast market in the Mississippi Valley — St. Louis, southern Illinois and eastern Missouri all rolled into one retail area of merging towns and communities.

The great Sunday newspapers that distribute The American Weekly:

Albany Times-Union
Baltimore American
Boston Advertiser
Buffalo Courier-Express
Chicago Herald-American
Cincinnati Enquirer
Cleveland Plain Dealer
Detroit Times

Los Angeles Examiner
Miami Herald
Milwaukee Sentinel
New Orleans Item
New York Journal-American
Philadelphia Bulletin
Pittsburgh Sun-Telegraph
Portland Oregonian

*St. Louis Globe-Democrat
St. Paul Pioneer Press
San Antonio Light
San Francisco Examiner
Seattle Post-Intelligencer
Syracuse Herald-American
Washington, D. C. Times-Herald
*Beginning September 7, 1952

Jersey Marketing Region. Here's the case history of that region as reported by John O. Estlow, manager, and E. D. Walter, sales group manager, of the region:

Prior to the last war Atlantic had a large force of commercial salesmen in Philadelphia and South Jersey. During the war the commercial force was practically eliminated or consolidated with dealer work. Immediately following the war Atlantic started to take back or add new and promising men to the commercial group.

For many years it has been the practice of this region to conduct a review and preview between supervisor and salesmen at the end of each calendar year. The past year is reviewed and plans laid to project the activity for the new selling season.

Early in 1949, after completing the 1948 review, the commercial supervisor in Philadelphia made the following observation in a letter:

"1. It has been established that 76% of the customers buying gasoline account for only 26% of the total sales.

"2. Further, the average purchase of these small volume customers was 89% less than the average purchase of the large volume customers who amount to only 24% in number but purchase 74% of total volume sold.

Small Accounts Are Costly

"There is no question that the small account is costly to handle and consumes too much of the salesman's time for the results obtained."

Suggestions were:

1. Concentrate the major part of time on solicitation of the larger fleets of trucks.

2. Eliminate profitless time spent on smaller accounts.

3. Educate smaller customers to order requirements by telephone or card.

4. Eliminate unprofitable accounts by transferring to dealers.

5. Study sales and potential in all territories to determine proper size and elimination of some territories.

6. Reassign accounts, using the salesman's time and duty study as a guide.

These recommendations, it is pointed out, came immediately after Atlantic's 1948 activity.

From October 28 to November 24, 1948, 12 commercial salesmen had been studied a total of 24 days. Reports submitted April 1 by the industrial engineers, which substantiated in

full and even more completely the thinking of the commercial group, prompted Atlantic to realign the commercial salesmen in April, 1949. Effective at that time Atlantic employed the following plan:

Each salesman was called in with his complete customer records. The supervisor, the salesman and representative of the industrial engineers group reviewed each account in the territory. After careful analysis of size and potential, the salesman was asked, based on his experience, to estimate how many calls per year would be necessary to retain the account—and get its full potential business. In many cases the buying record was so poor and so small, with no potential, that the account was completely eliminated from the records and placed in a group for dealer solicitation.

Sales Staff Reduced 30%

When the tallies from the above had been completed, on the salesmen's own admissions, Atlantic's force could have been halved. However, the industrial engineer and supervisor felt that even though this lined up with the time study standards, such action was unwarranted and even dangerous. It was then decided that the region would reduce its sales force by approximately 30% and reassign territories based on the frequency of calls necessary to maintain gallonage and provide sufficient time for competitive solicitation. There was also a reduction of one supervisor.

In October of 1949 a commercial salesman left to become the operator of a Class 2 station. That territory was absorbed without replacement. Likewise, within the first quarter of 1952 another salesman's territory has been absorbed because of the transfer of another man.

In the Newark district the situation was somewhat different. There Atlantic was far from the market leader in an area where there is probably the greatest concentration of business—dealer or commercial—in the U. S. Here there was a reduction of 55% in the commercial and general sales force.

Region-wide, since the start of the study to date, Atlantic has reduced its commercial group by 48% of the salesmen and 33 1/3% in supervision.

In the opinion of both Mr. Estlow and Mr. Walter this has been accomplished through commercial sales planning:

... The salesmen are more conscious of the time they spend in selling and its worth. They plan calls.

... The salesmen know what their job is and what is expected of them. What effect has this had on business?

In 1949 (full year) Atlantic acquired approximately 20% more new large accounts. This increase in desirable accounts also continued during 1950 and 1951.

So ... do planning in selling and applying the time and duty study findings pay their way? All of Atlantic's top marketing executives are assured that they do. Here are comments from regional managers:

"I believe this time study is one of the best measuring sticks I have known of for setting up salesmen's territories which in the past have always been based on our personal idea of what constituted a full time load."

"I am entirely in favor of this system and we expect to obtain better results from the efforts of our salesmen."

"Each district manager has reviewed his salesmen's accounts, and in accordance with findings of the study, made adjustments and changes where indicated."

"We thoroughly endorse the application of the time and duty study to commercial sales planning as a method of reducing sales expense without losing business."

Do the Salesmen Like It?

And the salesmen? They, too, are enthusiastic. Here are comments from a few of them:

"We are spending more time going after new business."

"We have lost some small accounts that we should never have had in the first place."

"We are now giving the company more total business than before."

"We are now a lot happier in our work for we now feel that our job is a lot more important than before."

"We have not used 'standards' as we would use shop or office standards," Mr. Hall points out. "They are not absolute, and must always be tempered by individual judgment and conditions. They are applied jointly ... by the salesmen and by the supervisors. We have not yet reached the point where we can establish a precise standard for the total sales volume of an individual salesman ... but we are much nearer to this goal. For we can get standards for many parts of the salesman's job. The study represents a lot of hard work on the part of all our staff. It wasn't easy ... but it is paying dividends."

Can the manufacturers of HOME APPLIANCES learn something from successful industrial marketers?

The marketers of industrial products generally design their advertising to attract that segment of a magazine audience which has some interest in the product at that particular time. And they give those readers enough information, right in the ads, so that they can decide whether or not the product comes close enough to fitting their needs to justify further investigation.

They find this vastly more effective than advertising which seeks to make flash impressions on everybody, with the hope that the products and its features will be remembered at some future time.

Many appliances are to a home owner what industrial equipment is to a plant owner

We suspect that electric ranges, vacuum cleaners, washing machines—yes, even some smaller appliances such as electric fans and irons—usually are bought to do some job around the home, better, faster, and at reasonable cost. Yet, in leafing through the pages of the consumer magazines, note how many makers of products like these are running advertisements apparently designed to produce general impressions of quality and style, rather than to tell interested prospects what they want to know now.

Look at some. Do they tell you what you'd like to know if you were interested?

A bird on the table is worth two in the oven

As Pogo would say, maybe we're taking the wrong platitude. But last Thanksgiving our somewhat aging electric range delivered to the table an outwardly beautiful bird which the first incision revealed to be so woefully underdone that we didn't know whether to carve it or kiss it.

Back into the oven for another hour. Another round of cocktails saved the day (or did they?).

That evening we turned to the current issues of a handful of national magazines; looked at the electric range advertisements. There were some beautiful pictures. Four colors. Glowing descriptions of high styling.

But we searched in vain to find out what the dimensions were. You see, our kitchen, like many thousands of other kitchens, has built-in cabinets.

So we can't squeeze in a range that is any wider than 36 inches. In fact, it would look pretty silly if it were much less than 36 inches. But did the ad give us the slightest clue as to width? No.

Did they tell how high they come, or whether or not they are adjustable to different heights? No.

Did they tell us whether or not the deep-well converts to a top burner? Nope.

How about insulation? Except for glittering generalities, we found nothing to indicate whether or not they are using the latest developments in insulating materials and oven construction. They must have made tests that show how their present insulation performs in comparison with their earlier models, or competing ovens.

What's the news on heating elements? We dimly recall having previously seen a big splashy advertisement announcing a new heating element that is "just as fast as gas." But there was nothing in any of the current advertisements that referred to this.

We'd like to know about these things. But we're blessed if we're going to pound around from store to store to examine all of the eight or ten different makes that are available. Neither is Ma!

If they're counting on retail salesmen to explain these things—heaven help them!

Surely, many executives in charge of the sales of electric ranges must have been reading the SALES MANAGEMENT articles, "Adventures In Shopping." Surely, poor retail salesmanship is granted to be a serious problem today.

So, why not let advertising tell interested prospects many of the things the retail clerk will most likely forget to describe; or just be too doggoned disinterested to mention.

One cannot study those "Adventures In Shopping" articles without concluding that millions of consumers, irritated and dismayed at the stupid or indifferent treatment they get at the point of sale, would like to be able to do a larger portion of their preliminary selecting through information available prior to final examination at the point of sale.

But, not a single range advertisement told us the things we wanted to know. No one offered a booklet covering the kind of information that might be appreciated by that growing host of

(Advertisement)

people who have to think twice before they buy anything that costs more than ten bucks!

There are ways to experiment with these ideas without disrupting planned programs

Maybe "informative advertising" techniques should be experimented with in, say, the farm journals, covering areas where it is not quite so easy for Ma to get into town and where, perhaps, she would have to go to three different towns to look at five different ranges. She would probably be happy to pay a dime to get a booklet from a manufacturer whose advertisement had been informative enough for her to conclude that his product was one of the candidates for her final selection.

Then, as is done with industrial products, the manufacturer would notify the local dealer and he could at least gamble a phone call to Mrs. Farmer and find out if he could be of help.

We often hear industrial advertising men allow as how maybe they could learn something from consumer advertising techniques. But couldn't it be the other way around, at least, as far as hard goods are concerned?

We certainly wouldn't suggest trying to revolutionize methods already showing tangible evidence of paying their way. But we can't help wondering if there isn't some room for limited experimentation with industrial advertising techniques; perhaps in test cities at first; perhaps just on certain lines or in certain markets. Wouldn't it be interesting to find out whether or not there is something to be gained from the vast fund of successful industrial marketing experience? Maybe profitable too.

Want to check standard industrial marketing procedures against your own operation?

We have prepared a check list covering 8 points that are Standard Operating Procedure to the experienced industrial marketer. Perhaps you are already employing some or all of these methods in your own selling, advertising and merchandising. Perhaps some of them wouldn't fit. Perhaps one or two would help you in some small measure to cope with the mounting sales costs that today threaten profit margins everywhere.

This list is entitled, "You Can Sell Anything In America—But At What Cost?" We'll be glad to send a copy to any manufacturer who is interested.

The SCHUYLER HOPPER Company
12 East 41st Street, New York 17, N. Y.
LExington 2-3135

MARKETING • ADVERTISING • SALES
"Advertising that sells by helping people buy"

Five ways to pick the right architectural magazine for your building product advertising

1 COMPARE CIRCULATION:

Architectural Record reaches more architects and engineers than any other magazine in its field. Market-wise, the Record's subscribers verifiably design—and specify the products that go into—83% of the dollar volume of all architect-engineer designed buildings.

2 COMPARE EDITORIAL CONTENT:

Architectural Record is the one magazine edited specifically for architects and engineers. And every issue of the Record covers the *full range* of the active architect's and engineer's design interest in a wide variety of building types, both non-residential and residential. Furthermore, Architectural Record is the one magazine whose editorial emphasis on individual *types* of buildings is adjusted continuously to the rate at which these buildings are being planned by architects and engineers as shown by *Dodge Reports*.

4 COMPARE COSTS:

Architectural Record offers you concentrated coverage of the largest architect and engineer audience *at the very lowest cost per page per thousand*.

3 COMPARE READERSHIP:

Architects and engineers have voted Architectural Record their preferred magazine in 35 out of 41 reader preference studies sponsored by building product manufacturers and agencies.

5 COMPARE ADVERTISING VOLUME:

Year after year (and again in 1961) more building product manufacturers buy more pages of advertising in Architectural Record than in any other architectural magazine. That is a convincing testimonial to the proven advertising effectiveness of the Record.

All five basic points of magazine comparison point to Architectural Record as the *right* architectural magazine for your building product advertising.

Industrial building for the Electrolux Corporation first presented to architects and engineers in Architectural Record. Architects: Raymond and Rado. Photographer: Joseph W. Molitor.

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Architectural Record

"Workbook of the
active architect
and engineer"

F.W. DODGE



119 West 40th St.
New York 18, N. Y.
Longacre 3-0700





As told to Ray A. Bruner
BY ALFRED H. ROTH
 Sales Promotion and Advertising
 Manager, Towmotor Corp.

TESTIMONIALS, industrial style . . . Towmotor prospects do not have to take the salesman's word on product performance. They can study case history reports from other companies whose materials handling problems are similar to their own. This photograph shows how the reports are "packaged" and numbered in standard form.

Clincher for the Industrial Sales Presentation: the Performance Report

Towmotor Corp., makers of materials handling equipment, are up against the problem of justifying investment. Most effective sales tool for this purpose is a continuing series of "Certified Job Studies" which report buyer experience.

Selling a manufactured article merely on the basis of its performance and durability is often a minor part of the sales efforts of many producers. Sales efforts should be based on much more than the quality of a product. Let me cite the advertising and merchandising program of the Towmotor Corp., Cleveland.

Our corporation manufactures Towmotor Fork Lift Trucks and Tractors of numerous types to handle materials in factories, warehouses,

docks and stores of all types and sizes. But trucks and tractors are not our chief article of merchandise. It is cost-saving in the handling of materials, which often represents a big slice of the user's total expense of operation.

To be sure, a Towmotor Fork Lift Truck or Tractor is an expensive piece of equipment. It has been well constructed for performance and durability, and when a prospective customer contemplates taking advantage

of its possibilities, he must consider the prospect of a heavy investment. More than that, however, he may have to revamp his whole plan of operation.

Naturally, he must be cautious and proceed with careful planning. To make plans, he must have facts based on concrete examples provided by users in situations similar to his.

That is why Certified Job Studies have been made one of the basic factors of our merchandising effort.

In a sense, Certified Job Studies are simply testimonials of satisfied users. In a broader aspect, however, they are much more. Each study is a complete and carefully prepared analysis of a Towmotor user's experience. It is a detailed record prepared by a disinterested outside company. It is a careful study designed to review in detail the Towmotor user's

It's not a big story, but a long one. It began in Dallas at a little restaurant on Akard Street. The year was 1933. A salesman for Radio Station WFAA who often had lunch at the B & B Cafe was paying his check. From behind the counter, Pappa Lucas, the owner, said, "Al, I want you to be my agency! In here too many fellas come to sell me advertising—I wanta be able to tell them 'See Al, he's my agency!' If you do it for me, I buy some time on your radio station." From that conversation evolved one one-minute radio spot a week over WFAA-820. Every week since then, for 19 years, Lucas' B & B Cafe has advertised over WFAA-820. Today Pappa Lucas has three one-minute spots each week—and a full house of customers 24 hours a day.

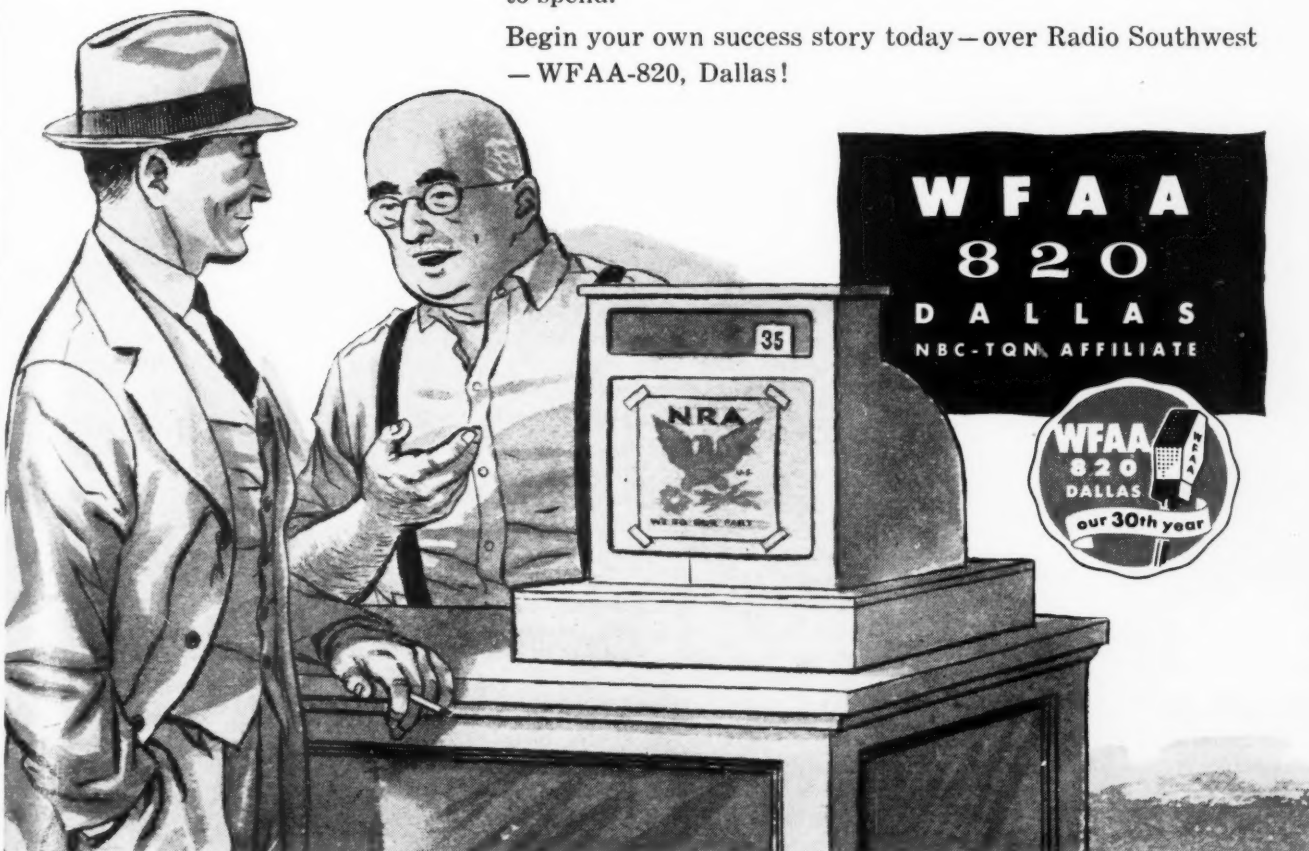
"You be my agency, Al..."

...and the first
chapter of a
success story
was written

It's not a big story, but a long one. And there have been many just like it written during the thirty years WFAA-820 has been broadcasting... all of them ending on the same note of success.

The Radio Southwest story makes interesting reading, too. That's the name given WFAA-820's primary coverage area—116,000 square miles of Texas, Oklahoma, and Arkansas, including the two big metropolitan centers of Dallas and Fort Worth. With the power of 50,000 watts, WFAA-820 reaches out into 1,143,500 high-income radio homes, and sells your product to Southwesterners with over \$7 billion to spend.

Begin your own success story today—over Radio Southwest—WFAA-820, Dallas!



EDWARD PETRY & CO., NATIONAL REPRESENTATIVES • ALEX KEESE, Station Manager • RADIO SERVICE OF THE DALLAS MORNING NEWS

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES
Owners and operators of
Station WHAS and Station WHAS TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

WE BROKE ALL RECORDS IN '51



Year after year more NATIONAL ADVERTISERS are adding more lineage to their schedules in THE BAYONNE TIMES. . . . They have found that . . .

"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

NATION-WIDE FIELD SERVICE
USEFUL TO ADVERTISERS AND EDITORS
Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

experience, comparing his cost of handling materials before the installation of our equipment with that after he has used it for a substantial period of time. Having been prepared by a disinterested outside company, it is comparable to a report of a certified public accountant or the financial statement of a corporation prepared by a reputable auditing firm.

Submitted in their original form, Certified Job Studies are detailed and undramatic. To make them attractive, we dramatize them to gain the attention of a prospective customer and to prepare the way for our salesman to make an easy entree with little time lost for his introduction.

Fact-Gathering Is Systematic

Because Certified Job Studies, as we needed them, were something new, we helped to train the staff of the company that prepares them. We helped to train interviewers so they would have a thorough knowledge of our product and its many applications. We also prepared a guide to assist them in their work of interviewing.

When the interviewer goes into an establishment where our equipment is used, he frequently contacts the plant engineer who provides him with most of his information. The interviewer follows this up with a tour of observation through the plant, dock, or warehouse, gathering information at first-hand and taking photographs of the materials handling operations.

After the interviewer writes his report, and his company certifies its accuracy, the report and photographs are sent to our advertising agency. Our contact man in the agency goes over the report and extracts the most essential facts. These become the basis for a large part of our advertising and sales promotion.

It is not difficult to make this material dramatic. The accomplishments resulting from the use of our products in terms of increased efficiency of operation are usually quite substantial. In many places Towmotor equipment does such a spectacular job that the photographs quickly gain attention.

One of the first promotional pieces developed from a Job Study Report is a four-page, 8½" x 11" folder, printed in black and yellow, on coated white stock. This is perforated for insertion in a ring binder to be used as a handbook for the salesman. Each folder is a summary of the study, bearing a title and a number. Across the front is a photograph selected for its dramatic value and enlarged to

increase its eye impact. A headline in heavy script across a large portion of the page summarizes the study in a few well-selected words. An example is a folder headed:

Job Study No. 110
A Towmotor Certified Survey
Fruit Growing and Storage
Towmotor Mass Handling
Cuts Fruit Handling
Costs 94.2 percent.
In addition to other major
savings for the Stephen
Scurich Orchard,
Watsonville, California.

Inside, a two-page spread is devoted to "The Problem" and "The Solution" under those two headings printed in bold type.

There is just enough detail to make the story convincing. The text is brief enough for the eye to catch most of the facts almost at a glance. Photographs, with brief cutlines, occupy most of the center spread as well as almost all the fourth page. We are generous with white space.

Standard Presentations

Stories of the Certified Job Studies are presented in the same dramatic style in a quarterly external house publication, also prepared by our agency. The title of the magazine is "Handling Materials Illustrated." Characterized by big headlines and blown-up photographs, it is printed in a 11" x 15½" format on white coated stock in black with one other color that changes with each issue to give variation. In this eight-page publication, five pages are devoted to stories based on Certified Job Study material. The center spread is devoted to a major merchandising or product promotion, and the back page to advertising some phase of Towmotor service, together with names and addresses of Towmotor sales and service representatives.

The magazine is mailed to a list of approximately 55,000 top business executives, buyers, plant engineers, and others. It is directed to any company that might have a materials handling problem—whatever the company's size or type of operation. The mailing list is constantly being added to, based on requests from salesmen. In addition to the above promotion if, for example, a Job Study features a foundry, we see to it that a special

They Really Put This in Their Pipes and Smoke It!

letter briefly describing the facts reaches as large a list of foundries as we can obtain. If it features lumber handling, we direct a special mailing to lumber dealers and saw mills, and so on.

These promotional efforts are supplemented by a variety of media which reach top management—media both horizontal and vertical in type of circulation—with varied themes that include our Certified Job Studies from time to time. As an additional promotion, we send out each month a prepared publicity release with a photograph. These releases and photographs, we estimate, give us an average of 225 pages of editorial space a year.

Inquiry Follow-up Plan

All our promotional effort is directed primarily toward inviting inquiries. Our magazine advertisements include coupons which an interested business executive can fill out and mail for details on a Certified Job Study which might apply to his type of operation. Inserted in each issue of our external house publication is a business reply card which lists several Job Studies which might interest him, and on which he might desire further information. The card also lists other material which we make available to him, such as a showing of our sound slidefilm, "What Makes It Tick," and various booklets which describe Towmotor equipment.

All inquiries are routed through our Sales Promotion and Advertising Department where they are tabulated as to (1) source, (2) territory, (3) item requested.

A three-card Inquiry Follow-up System—white, yellow and green cards—is set up for each inquiry, with a mailing label made automatically for forwarding literature requested, with a preprinted acknowledgment card to the inquirer.

The white card is for permanent file; the yellow one, which is also a business reply card, is forwarded to the proper sales representative together with the original inquiry data. It serves as a report form from the salesman on the results of his call. The green card is for follow-up with the salesman if the yellow report card is not received within a specified time.

If specific information not covered by our stock literature is required, the yellow card and inquiry are given to one of our sales correspondents, who supplies the inquirer with the data requested and forwards the fol-

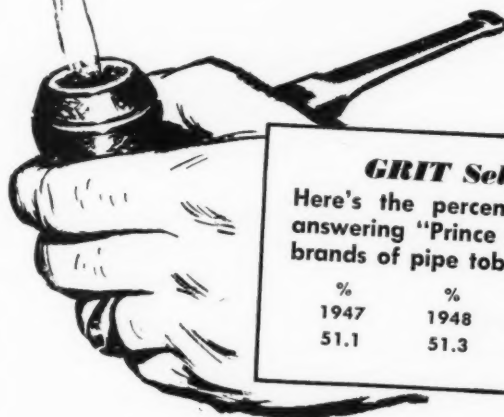
You know that Small Town America is pipe smoking territory but did you ever realize that more than *half* its pipe fanciers agree on *one* brand of tobacco?

So faithful are they to their pipes that the annual GRIT Reader Survey shows one or more pipe smokers in more than half its 650,000 reader families. So faithful are they to Prince Albert—a consistent GRIT advertiser for years—that 53.9% of them use this brand.

That's more than five times as many users as the second of the many tobacco brands can show in GRIT America. Notable, too, is the fact that, for five consecutive years of the Reader Survey, Prince Albert has taken a larger share of the GRIT market.

Can that be accident? Not when you find the same story of rising demand for GRIT advertised brands among consumer products of all kinds. The fact is that brand loyalty in the Small Towns is far higher than in the cities.

Your GRIT representative will be glad to show you how you can develop such a *loyal* market for *your* brand at surprisingly low cost. "GRIT sells for its advertisers . . . it can sell for you."



GRIT Sells Prince Albert

Here's the percentage of GRIT pipe smokers answering "Prince Albert" when asked, "What brands of pipe tobacco do you use?"

%	%	%	%	%
1947	1948	1949	1950	1951
51.1	51.3	51.6	52.4	53.9



WILLIAMSPORT, PA.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

RELAX



**you
can depend
on EMERY**

**the world's fastest
transportation system**

For All Air Shipments—Inbound or Outbound
Call for Immediate Pick-up
24 hours a day...Sundays and Holidays, too!



EMERY AIR FREIGHT CORPORATION
Offices in all principal cities in the U. S.
Consult your 'phone book

**Seems to us,
JOSEPH B. HALL,
that Kroger's
"Live Better
for Less"**

is being seen and heeded by more and more families year after year. Proof of the pudding: 1951 sales of \$997 million, highest in 69 years of operation! It's obvious that a great many factors have contributed to Kroger's continuing success. No doubt one of these is your company's widespread experience in newspaper advertising. It goes without saying that we're delighted to find so much of your Cincinnati-area advertising comes to Cincinnati's leading daily, the Times-Star.

low-up card and information copies of correspondence to the salesman for further action.

When our salesman contacts the inquirer, the way has been well prepared. Our magazine advertising, direct mail, literature, publicity and correspondence have acted as an effective door opener. The salesman can eliminate introductory preliminaries and proceed immediately with the close of the sale.

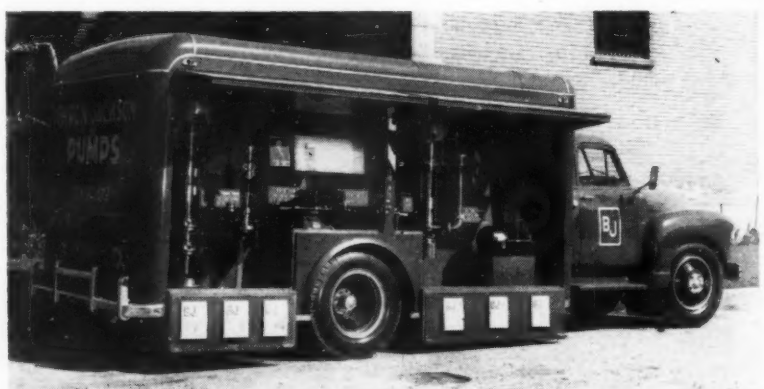
Most of our sales are through manufacturers' representatives in important centers throughout the United States and Canada. Out of nearly 50 outlets we have only three factory-operated sales branches.

The desire and need for our equipment usually originates with the operating group of the prospective customer's organization. He is most often our first contact. Because of the cost of our equipment, however, which ranges from \$3,000 to \$9,000, and its strategic importance in the whole operation of a prospective purchaser, the final decision to purchase usually comes from top management.

Before a sale is closed, we generally give the prospect an opportunity to thoroughly examine our Certified Job Studies. We, therefore, give him the full benefit of our detailed reports. We also may make a thorough study of his entire materials handling problem and such details as his plant layout and routing system. We may also provide him with trial units to use in testing the validity of our recommendations.

Our sales efforts, in summary, begin and end with Certified Job Studies to arouse interest, to help the prospective customer find a solution for his materials handling problem, and finally a Job Study of his own operation.

Certified Job Studies are an effective opening wedge for our salesmen, and a powerful sales tool. We also find them a comparatively low-cost method of making a sale. For every dollar we invested in over-all advertising and sales promotion during 1951, we received a return of \$10.66. That, it seems to me, is a very good record.



Payload: Peripatetic Pumps

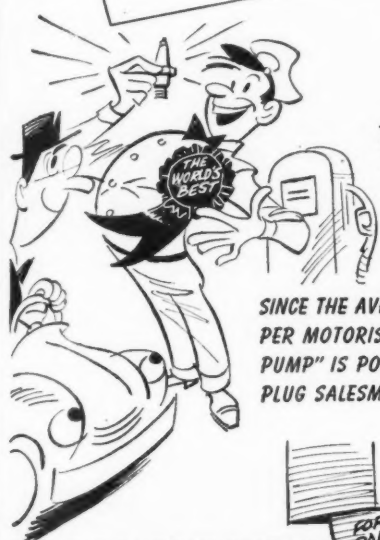
This is a truckload of indirect sales value—and a complete engineering show.

Byron Jackson Co., 80-year-old pump equipment firm, Los Angeles, is sending the truck on a three-year junket through the United States. Before its tour is up, the truck will have visited every ByJac dealer's territory, dozens of county fairs and engineering conventions where the big pump customers will have a chance to study the equipment, apply what they see to their individual requirements.

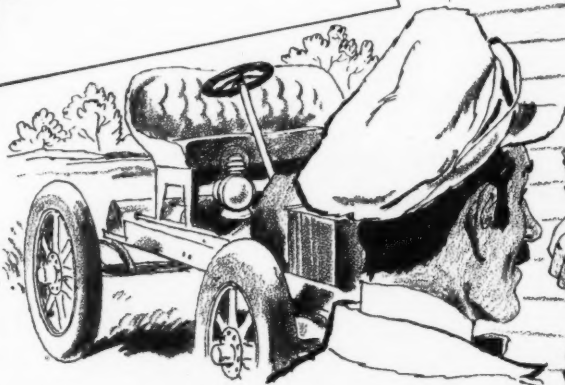
On board are 12 ByJac pumps of different types and sizes, displayed in cutaway style and operated with motors so that each unit can be studied in motion. The truck carries a public address system which can be brought into play when crowds become large, and two motion pictures dealing with the application of pumps to the universal water problem.

TBA Topics

THE CHAMPION COMI



SINCE THE AVERAGE NUMBER OF SERVICE STATION VISITS PER MOTORIST IS 92 TIMES YEARLY, "THE MAN AT THE PUMP" IS POTENTIALLY THE WORLD'S GREATEST SPARK PLUG SALESMAN.



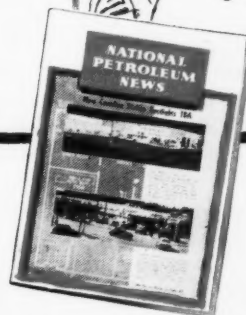
SPARK PLUGS WERE FIRST ASSEMBLED IN THE U. S. IN 1905, WHEN ALBERT CHAMPION BEGAN OPERATIONS IN A SMALL BOSTON GARAGE. TODAY, MORE THAN \$137 MILLION WORTH ARE SOLD ANNUALLY, APPROXIMATELY 50% THROUGH SERVICE STATIONS.

KEY MEN IN MAJOR OIL COMPANIES AND INDEPENDENT JOBBER ORGANIZATIONS (REGULAR READERS OF NATIONAL PETROLEUM NEWS) SPEND MORE THAN \$600 MILLION YEARLY FOR TBA ITEMS TO STOCK THE STATIONS THEY SUPPLY.



SERVICE STATIONS ARE FAST BECOMING THE MAJOR OUTLET FOR TBA SALES. TO WIN A PLACE FOR THEIR PRODUCTS IN OIL COMPANY AND JOBBER PROGRAMS, TBA MANUFACTURERS HAVE INITIATED ADVERTISING CAMPAIGNS IN NATIONAL PETROLEUM NEWS.

"TO REACH THE MAJOR OIL COMPANY AND INDEPENDENT MARKETING MEN WHO DETERMINE WHAT BRAND OF SPARK PLUGS WILL BE OFFERED FOR SALE THROUGH THEIR SERVICE STATION OUTLETS, WE ADVERTISE CONTINUOUSLY IN NATIONAL PETROLEUM NEWS," SAYS H. ROY BUTTS, SALES MANAGER, MERCHANDISING DIVISION, THE ELECTRIC AUTO-LITE COMPANY.



NATIONAL PETROLEUM NEWS

1213 WEST THIRD ST. ★ CLEVELAND, OHIO
OFFICES: IN NEW YORK • CHICAGO • PHILADELPHIA • HOUSTON • LOS ANGELES

A Platt Petroleum Publication

*TBA IS THE OIL INDUSTRY'S DESIGNATION FOR TIRES, BATTERIES AND ACCESSORIES

APRIL 15, 1952

People and their Ideas

New Sales Jobs

Arthur L. Jansen is the new assistant to the v-p in charge of sales for James Gray, Inc. . . . **Henry J. Chanon** has been appointed manager of original installation sales for G-E's Lamp Division . . . New assistant manager, Television Sales Section, Crosley Division, Avco Manufacturing Corp., is **DeWitt C. Suplee** . . . **R. D. Gleason** has been named assistant general sales manager in charge of marketing, Toledo Scale Co. . . . **Robert L. Showler** is now sales manager for Colonial Airlines . . . **Roger M. Kirk, Jr.** has been appointed sales manager



LILY-TULIP'S AUSTIN

of John H. Dulany & Son, Inc., Frozen Foods Division . . . **George Austin** has been named general sales manager and **Ed Scully** national accounts sales manager in Lily-Tulip Cup Corporation's major reorganization of its Sales Department . . . **J. LeRoy Clark** has been made s.m. of Monopoly States for Hiram Walker Incorporated . . . Appointed to the newly-created post of s.m., Radio Division, Admiral Corporation, is **Henry A. Browe** . . . **William S. Goodfellow** has been appointed general s.m. of Rheem Manufacturing Co.

... and other executive appointments

New manager of government contracts of the Truck Division, The White Motor Co., is **Kenneth F. Ode** . . . **Knapp Brothers Mfg. Co.** has a new president, **Charles B. Levinson** . . . So does Graybar Electric Co.:

He's **W. E. Henges** . . . The Atlantic Refining Co. has appointed **James Ralph Macon** as market and product development manager of chemical product sales . . . **Robert T. Foote** and **James A. Kirkman, Jr.** have been elected v-p's of Red Star Yeast and



GRAYBAR'S HENGES

Products Co. . . . New advertising and sales promotion manager for Piel Bros. is **Thomas P. Hawkes** . . . **James M. Mosely** has been elected president of Mosely Mail Order List Service, Inc. . . . Republic Aviation Corp. has created a Guided Missiles Division with **Robert G. Melrose** as general manager . . . **Richard M. Seitz** has been named to the newly-created position of director of market research for Vick Chemical Co. . . . New v-p in charge of distribution for Burroughs Wellcome & Co. is **Fred A. Coe, Jr.** . . . **William S. Scolnick**



REPUBLIC'S MELROSE



RHEEM'S GOODFELLOW

has been promoted to associate regional manager of the Phillips-Jones Corp., and will assist regional managers in specific sales problems . . . Appointment of **J. J. Anderson** as manager of the Laundry Equipment Department for Westinghouse Electric Appliance Division has been announced . . . One of the nation's leading electronic authorities will join Philco Corp., June 1, as co-director of Research—Operations. He's **Donald G. Fink** . . . **Robert I.**



BURROUGHS WELLCOME'S COE

Gaines has been promoted to the post of export manager of the newly-created International Division, Allen B. Du Mont Laboratories, Inc.

"... not by pumps alone"

After more than 111 years of existence, Worthington Pump and Machinery Corp. is changing its name. "While we are proud . . . that the name 'Worthington' has meant 'pumps' . . . for more than a century," said President **H. C. Ramsey**, " . . . Worthington has extended its manufacturing activities into many other fields." The corporation's new name: Worthington Corporation.

SALES MANAGEMENT

Every smart salesman loves to talk about the toughest sale he ever made.

But his boss will tell you he'd rather have an easy sale any day. They come faster. They cost less. And there are lots more of them.

The easy sales are made by breaking down the big resistances before the salesman ever sees the prospect. And more and more in the *mass* business market, they are made by keeping thousands of executive eyebrows in place on the faces of men your salesmen may never see.

How is this done? By *mass advertising impression*.

Let's face it. The little bit of circulation that was never realistically big enough years ago to really dent the *mass* business market is relatively littler than that today. In just the past five years business has grown mightily . . . from a \$300 billion market to \$300 billion . . . yet only one general business magazine has run alongside of it without getting out of breath.

That magazine is Nation's Business which crossed the 500,000 net paid mark in 1946 and today has crossed the 800,000. *And we raised the price to the subscriber from \$12 to \$18 (for three years, none less) while we were doing it!*

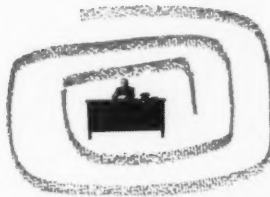
No other business medium gives you so much.

But this is lots less significant than what you can do with this kind of *mass* circulation. Expose a black and white advertising page to it for 12 issues and you will have put not less than 9,600,000 *advertising pages in front of businessmen*. Even the largest newsweekly can't touch that impression power in the undiluted business market.

Man alive! Think what 9,600,000 advertising impressions in the *mass* business market can do for you and yours! Write for your copy of "*How to Sell More Executives for Less Money*". Nation's Business, Washington 6, D. C.

raised eyebrow

mass coverage of business management

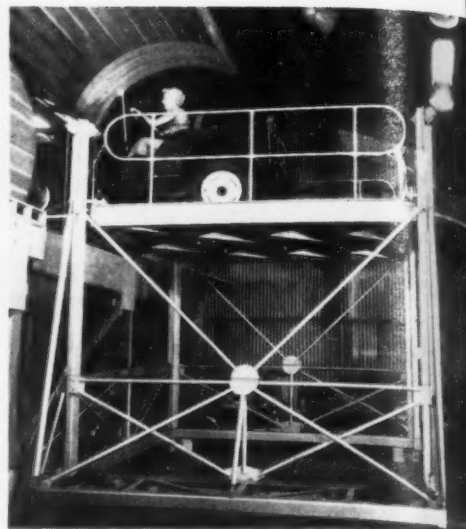


NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



FREIGHT TERMINAL OF THE FUTURE? How to get 'em in, get 'em loaded, get 'em out . . . how to do it fast at low cost? Lockheed's engineers set up a scale model for study. Some of its features: pre-cooler, cold storage facilities, "Aerobridges," Lockheed-designed units for loading and unloading.



LOADING TECHNIQUE: In a film used for demonstration, Lockheed graphically shows the "how" of the "Aerolift," another Lockheed-designed device for terminal use.

What Lockheed Is Doing to Ease The Growing Pains of Air Freight

It's long-range sales promotion in the grand manner—as befits a \$1,500,000 product. The builders of Super Constellation Airfreighters realize their market can grow only as the industry grows. So they're knee-deep in product-altitude tests and basic research on air terminal design.

BY N. & E. WOOD

When you've got something to sell that's in the \$1,500,000-plus bracket and a limited demand for it—what do you do to find customers?

That's the problem faced by major aircraft builders turning out huge cargo transports for today's young air freight industry. Looking for the answer, which isn't an easy one, and believing it is on the right track, is Lockheed Aircraft Corp., Burbank, Calif.

The aircraft industry had accumulated the know-how to build these large cargo transports during the last war, but lagging behind was an immediate market for them. Sensing the future possibilities which exist in air

freight, Lockheed has plunged into a comprehensive sales and engineering research program leading to what it hopes will be the development of a greater market potential for air cargo and ultimately Lockheed's own top-bracketed product—the Super Constellation, Model 1049B Airfreighter.

They soon found shippers clamoring for information on how altitudes affected their products, particularly perishables such as fruits and vegetables, flowers, cheese and even perfume. An even knottier problem was presented by ground handling costs and a decided lack of air terminal facilities needed to make air cargo

a paying proposition.

Air cargo handling has been the forgotten stepchild in the multitude of air transport activities. Until recently it was not considered sufficiently important to warrant scrutiny for possible improvement. Its volume and economic importance were not sufficient to justify any sizable expenditures for new equipment, studies or analyses of methods for improvement. But today air freight is a multi-million-dollar business—with 60 all-cargo planes in domestic service. In 1950 the annual freight volume was \$33 million—proving to the most skeptical that this is a rather healthy stepchild and worthy of more nourishment.

Lockheed and others in the industry found that manufacturers and producers of air transportable products would have to be educated on the fact that speed at high cost is not the object of air cargo, but rather economical speed that reduces their total shipping costs, lowers inventories, cuts spoilage and shrinkage, lowers mortality in the case of livestock, and makes their merchandise more salable to a discriminating public.

Taking an industry-wide view—



FOOD TESTS: An altitude chamber measures shrinkage and expansion of foods under flight conditions, answers many crucial questions.

point, Lockheed in 1946 began a program which is unusual in its scope—the virtual creation of an industry to make use of an already developed product.

Their work was cut out for them in an encouraging letter from Representative Carl Hinshaw of California, a member of the Interstate and Foreign Commerce committee, who wrote L. R. Hackney, Air Cargo Project Sales Engineer for Lockheed:

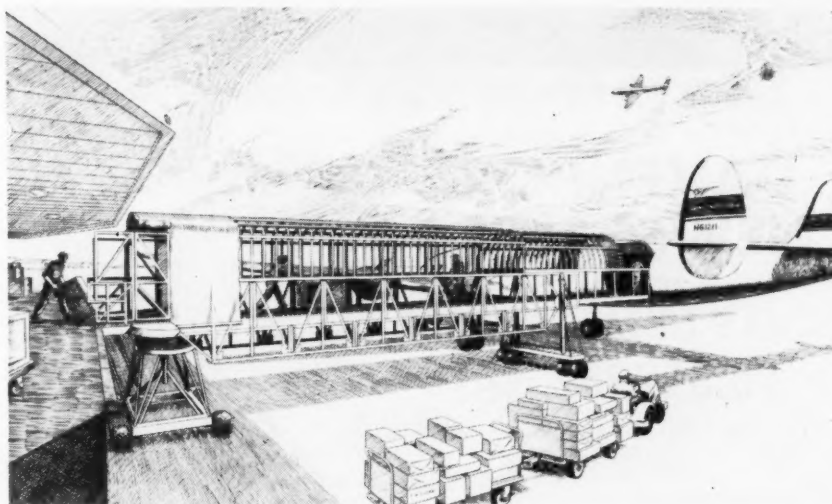
"I believe that some original thinking and planning should be done beginning with the sources of air cargo, both present and potential and ending with final distribution, to find new and better ways of getting the business in the first place and then performing the intermediate and final services of transport."

Lockheed first established its Air Cargo Development Department in 1946, after so many questions that were raised by shippers of products made such a move necessary. In addition, airline operators carrying any reasonable volume of air freight said something must be done—and soon—to reduce their mounting spiral in the indirect cost portion relating to ground handling cost. Air cargo, they felt, presented a challenge not only to the air carrier, but to the aircraft manufacturer and to all other groups associated therewith.

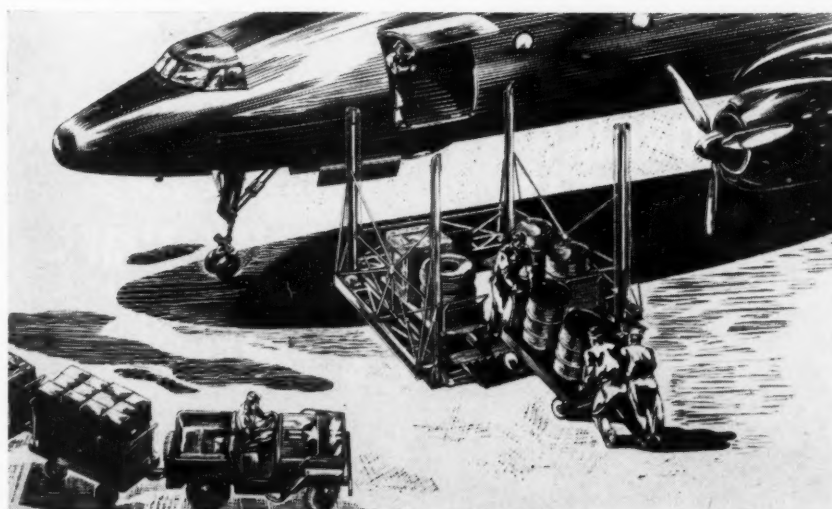
Lockheed sales engineers found it necessary to be thoroughly conversant with all phases of air cargo, ground handling or economics, to intelligently appraise cargo transport design requirements. With the largest pri-



FLOWERS, TOO: West-Coast-grown blossoms of all kinds were subjected to altitude and temperature tests to puncture the notion that the hazards of flight would result in damage. Findings were published as one of a series of reports.



CUSTOM-DESIGNED "AEROBRIDGE": To help solve the difficult problem of loading and to speed the process, Lockheed dreamed up this functional monster. The bridge is on wheels, may be rolled into position between plane and terminal.



AND HERE'S "AEROLIFT": It's a companion equipment piece, also Lockheed-designed, to handle cargo lift. It is a universal elevator for all types of cargo transports. Holds 10,000 pounds, controlled from either the ground or the platform.

DAVENPORT

WINS IOWA
BASKETBALL TITLE
IN 1950-1951-1952!



Carl Widseth, DHS star center, polishes three IOWA title trophies

IOWA
CHAMPS

3 YEARS
STRAIGHT

DAVENPORT NEWSPAPERS

CONTINUE TO BE

IOWA'S LINEAGE CHAMPS

26,852,182 LINES!

(1951 TOTAL — EDITOR and PUBLISHER)

When you play for top share of \$402 million Quad City market, join the team most favored by retailers and manufacturers year after year. Back a winner!

USE
DAVENPORT
NEWSPAPERS TO
BREAK SALES
RECORDS
NOW!

DAVENPORT
DES MOINES
SIOUX CITY
CEDAR RAPIDS
WATERLOO

MORNING
DEMOCRAT

Evening
DAILY TIMES

Sunday
DEMOCRAT & TIMES

Serving the Quad - Cities of

DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS

HEADQUARTERS: DAVENPORT, IOWA

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vately owned air terminal in the country in its own backyard and a then allied company manufacturing ground handling equipment — Air-quipment Co.—Lockheed has tackled air cargo as a family project.

Basically, the air frame manufacturer has conducted research in two major areas of air cargo development:

1. Conducting various altitude tests on a number of perishable items to determine whether or not altitude has any adverse effect on such types of cargo, and whether pressurization is required.

2. Development of plans for air freight terminals and techniques for a more efficient handling of freight loading and unloading activities.

Though still far from its potential, air cargo volume has grown beyond expectations since 1946 in comparison with other types of transportation. Its rise approaching 600% in six years is much sharper than the motor carrier industry's more gradual growth since 1942 to about the same level, while rails and pipelines have just about held their own, or even dropped at various periods.

In competition with Railway Express, Air Express Division, air freight has penetrated air express tonnages to a considerable degree. However, there are definite limitations to the degree of penetration into air express. Air express service is available to all of the approximately 500 certificated airline stations and, in addition, there are rail connections to 23,000 stations in the United States. Air freight, for the most part, moves only between the larger centers of population.

Competitive Rates

Nevertheless, air freight's great expansion potential is shown by rate comparisons, based on 100-pound, coast-to-coast shipments. Air freight has shown a decrease of 50% in rates whereas rail and truck shipments show rate increases from 25 to 70% in the same period. Currently air freight rates per 100 pounds are slowly dropping to a competitive level with air express but still remain considerably higher than railway and motor truck freight rates.

It is believed, however, that there is no reason for anyone to convert air express into air freight. The yield in 1950 on air express averaged 32¢ per ton mile, while the yield on air freight averaged 19¢. Air express and air freight are different and an analogy might be found in comparing air freight to an airmail letter, while comparing air express to an airmail

special delivery letter.

With all this growing market potential and nothing very spectacular being done about developing it, about four years ago Lockheed more or less backed into its present research program when it found there was little material available to answer the questions raised by shippers and airlines about perishable goods for air shipment.

A number of "old-wives" tales were circulating then, tending to handicap air cargo's growth, to the effect that fruits and vegetables carried at high altitudes are adversely affected by atmospheric changes and that pressurized planes are required for safe transportation by air. Occasionally shipments of flowers and produce had been received by the consignee in a condition that raised such speculation. Besides, insurance companies were becoming interested as claims were mounting.

Affects Plane Design

Up to that time it was impossible to compare such shipments at their destination with identical merchandise which had not been subjected to flight environments. Naturally, Lockheed, as a cargo plane manufacturer, was interested for if such effect existed and if it were serious, the basic design of cargo aircraft might be affected to the extent of requiring pressurization of the main cargo compartment.

In cooperation with the U. S. Department of Agriculture, a research program was undertaken, culminating in a February, 1949, report on "Altitude Tests on Fruits and Vegetables" and a later one published in September, 1950, titled "Altitude Tests on Flowers." Both reports were circulated widely in the industry.

Thirty-four varieties of fruits and vegetables were subjected to simulated flight conditions in Lockheed's 6'x10' altitude chamber under direction of "Mike" Hackney and B. A. Rose, research engineer. Actual flight conditions were simulated and test samples compared with identical fruits and vegetables maintained at ground conditions. It was found that the altitude had practically no effect on this produce but that the control of temperature and humidity was very important.

The results conclusively proved to any Doubting Thomases that pressurization (maintaining conditions equivalent to 8,000 feet pressure) was unnecessary.

Here was sales ammunition for

**We publish the newspaper
that's read
in 3 out of 5 homes
in Nebraska and
Western Iowa**

**that's a market of 1 1/2 million people
with 2 billion dollars to spend**

Omaha World-Herald

O'MARA & ORMSBEE, National Representatives

249,247 Daily—253,394 Sunday (Publisher's Statement Sept. 30, 1951)

**Lower your warehousing costs—
ship via TWA "Sky Merchants"
fast 4-engine, all-cargo service
coast to coast every night!**

Save time . . . ship almost anything almost anywhere.
Major markets only hours away. Phone TWA now for
low rates, schedules, quick pick-up. Across the U. S.
and overseas . . . you can depend on TWA.

All TWA flights carry
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the creation of an expanded air freight market. But it was just the beginning and Lockheed knew it must dig even deeper into the problem. Results of the fruit and vegetable and the flower altitude tests, which found the same answers, have been presented in two attractive color brochures for interested marketers of those products.

As a result a wide new market for this merchandise shipped by air is being created and just now beginning to boom. Both reports have received wide trade recognition and, of course, Lockheed much favorable reaction from its basic research.

Beer, Cheese, Candy, Perfume?

Not the subject of such exhaustive treatment, but subject to similar investigations were the effects of altitude on canned beer (Would the tops blow off at 30,000 feet?); Lieberkranz cheese (Would it develop noxious gases?); soft candy (Would the centers leak out?), and perfume. All were reported safe for air cargo shipment and so reported to the industries concerned, many of them turning into air freight customers as a result.

While spectacular gains have been registered in air freight tonnages during the past five years, the air transport of fresh fruits and vegetables has lagged far behind the development of hard freight and flowers. Up until the Lockheed tests virtually no specially grown, vine-ripened or tree-ripened produce had been shipped by air, with the West Coast as the big potential shipping center for such cargo.

The problem of unused space in east-west cargo planes or west-east-bound planes has also been a difficult one to solve. For example, in May, 1950, California's two largest air freight centers—Los Angeles and San Francisco—shipped about 100,000 pounds of air freight more than they received. This imbalance of air traffic has the effect of curtailing service in both directions and a higher export of agricultural products eastbound to match the movement of manufactured, high value articles westbound coupled with directional rate adjustments in the interim, is a logical solution.

A 1950 study of air cargo developments in California, prepared by the California Aeronautics Commission and released by the Air Cargo Institute of California, Inc., an industry-sponsored corporation, pointed out that if air transportation of perishables were a regular, dependable,

routine year-round operation, there would be more airlift employed in the over-all freight picture.

This study also revealed that it would not be economically possible, under existing air cargo business conditions, to maintain aircraft on the West Coast for purposes of carrying infrequent loads of low-rated perishables as a sole method of operation.

The development of expanded air freight schedules from east to west and vice versa must be concurrent. One cannot be developed without the other, says this report, and the slow and steady development of hauls in both directions is the best possible solution. Much of Lockheed's program is directed toward this end.

On the West Coast, it is felt that too much attention has been given to the possibilities of using air transport to "beat" price fluctuations or to take advantage of them by the use of the speed of the airplane. Growers, for example, will not ship produce by air because they are interested in air transportation per se. Rather, they ship by air only if by so doing they improve their dollar position by reason of price at shipping point, or by establishing a brand or trade name for highest possible quality.

It is believed that the first step in marketing perishables by air is, of course, the creation of a demand for a higher quality product. Though this is not the immediate problem of Lockheed and the other air frame manufacturers, it bears largely on the situation and is uppermost in the minds of the air lines and shippers.

Once the market demand has been established, it is reasonable to believe that air-flown products can command a price which will more nearly meet the line haul and ground transport costs, industry reports indicate.

Forecast for Tomorrow

Western air freight experts say that demand of the ultimate consumer is what provides a market demand and that market demand never will exist until super quality produce can be delivered to eastern markets with regularity and dependability, in such a fashion as to completely overshadow the ordinary surface transported product, with which it must, of necessity, compete.

Air freight officials agree that there is no other single factor in the entire air cargo picture that even approaches the importance of the development of the ultimate consumer, however this opinion in no way minimizes the present importance of such programs as Lockheed's.

Fabulous potential tonnages inherent in the air transport of perishables has in the past been predicted in market analyses, premised on the employment of many facilities that have not, as yet, come into being. New and improved aircraft, better warehousing and terminal facilities, and improved loading and unloading techniques were all basic assumptions. Had these improvements materialized sooner, they no doubt would have reduced air freight rates considerably, thereby widening the air freight market.

Naturally, Lockheed and other manufacturers cannot at this time delve personally into the many complex economic problems surrounding the creation of a large consumer demand for potential air transported products. However, recognizing this situation, they are trying to prove, by promoting research on a number of allied questions, that the market is readily available if producers of such merchandise as fruits and vegetables can be educated to the advantages of air cargo shipment between markets.

80% Points the Way

Of importance to builders of all-cargo aircraft is the belief that, because of prohibitions surrounding the carriage of perishables and bulky merchandise in combination passenger-cargo aircraft, upwards of 80% of any new perishable cargo tonnage will of necessity depend on all-cargo aircraft.

California, it is pointed out, is the strategic area in which nation-wide air freight problems must be realistically faced and practically solved. It is California that must produce the eastbound payloads required to support a large measure of the total growth of air freight in the United States. Today there are only three certificated all-cargo air carriers flying domestically: Slick Airways, Inc., The Flying Tiger Line, Inc., and U. S. Airlines.

The scope of the development of air cargo is such that it will eventually bring into play joint action on the part of many diverse groups other than the manufacturers themselves who are, of course, interested in the market for the base product, transportation and terminal facilities. The major all-cargo plane manufacturers include Lockheed with its Super Constellation 1049B; Douglas Aircraft's DC-6A Liftmaster, and Boeing's Stratofreighter.

Beyond them is the continuing research of major carriers such as Amer-



Phil Provost

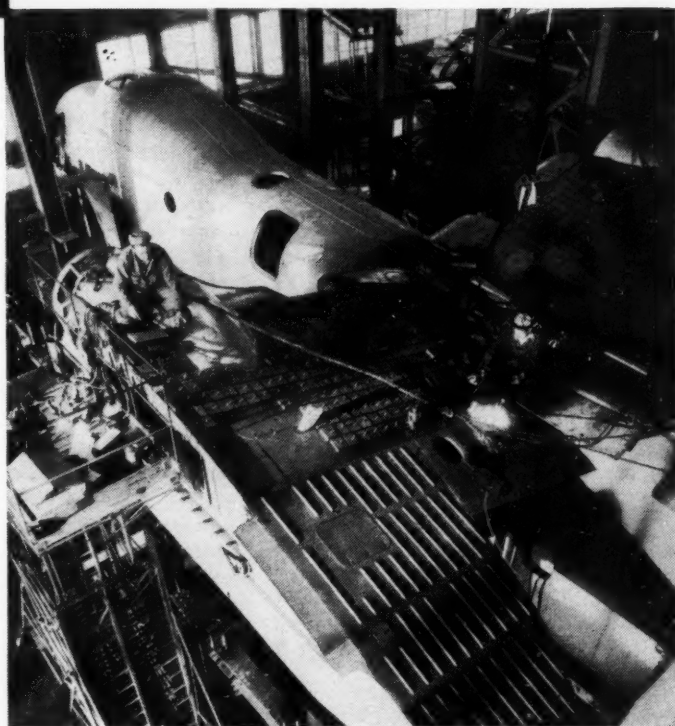
and

The Martin Company

Build A

Bigger, Richer

Baltimore



**Largest Evening and Sunday
Circulation in Baltimore**

**Baltimore News-Post
and American**

Represented Nationally by Hearst Advertising Service

Big, bustling Baltimore is a booming industrial center of many different industries. The great Glenn L. Martin plant is here . . . spread over a thousand acres of land. Martin builds aircraft, guided missiles and electronic equipment. And their backlog of orders now totals more than \$400,000,000! Martin's is another important Baltimore industry that is making the city bigger . . . more prosperous.

Phil Provost is a quality control inspector at the Martin Company. He is helping to make Baltimore bigger and richer. Phil is one of 22,000 Martin employees. He is part of a \$92,000,000 payroll (that's nearly triple the 1949 payroll of \$31,000,000 to 8,700 workers). And Martin's big operation contributes only a portion to bigger, richer Baltimore's new spending power!

Baltimore's excellently diversified, steadily active industry makes the Nation's 6th largest city more important than ever. SELL Baltimore . . . advertise to Baltimore's largest evening and Sunday circulation—The News-Post and American.

It's 2 to 1..

your profits are in 40,000 fast-food places!

Quick eating means quicker profits... serving twice as many people at a counter (instead of half the number at tables). That's why many restaurants are adding fast service... and a raft of fine new quick service eating places are appearing in hotels, along highways, in drugstores—everywhere. They're serving everything from a sandwich to a full course meal—fast. And they're the fastest-growing slice of the restaurant business.

What the market needs

It takes new layout and operation techniques, modern equipment, tons of food and supplies... to keep 40,000 fast food eating places actively growing. FOUNTAIN & FAST FOOD SERVICE has expanded its editorial coverage to help with planning, serving, merchandising, buying. It has expanded its circulation to cover the growing field. And its advertising pages, too, are expanding, as more makers of equipment and materials, suppliers of food and drinks, use FOUNTAIN & FAST FOOD SERVICE to sell the most aggressive merchants in the restaurant market.

only 1 magazine combines all 4

FOUNTAIN & FAST FOOD SERVICE

- serves the fountain and fast food field exclusively
- covers all methods of cooking and serving and equipment for fast service
- offers audited circulation
- gives national coverage to the market

FOUNTAIN & FAST FOOD SERVICE

386 Fourth Avenue,
New York 16, N.Y.

1902 50th Year of Publication 1952

BILL BROTHERS PUBLICATION

ican, United, TWA, Flying Tiger and Slick Airways. For example, United has created a berry container and developed methods and techniques for handling mushrooms to bring that perishable to an almost claim-free status.

American Airlines has learned many valuable lessons in handling perishables in all-cargo as well as combination aircraft. Slick and Flying Tiger lines have considerable pioneering information on significant tonnage of perishable cargo, of value to the future of the air cargo market.

Other groups are becoming interested in the manufacture of related products such as ramp and terminal equipment and refrigeration equipment. Airport management groups and civic officials will ultimately benefit by the expansion of air cargo traffic as any program would furnish facts needed for their planning. Packaging and food machinery manufacturers will find their place in the design of packages for purposes of protection in transit and recognition.

"The advancement of air freight volume is being seriously retarded and will continue to be until equal consideration and importance are directed toward improvement of ground operation of air cargo," Mr. Hackney believes. Achievement of the proper ratio of ground time to air time in handling air freight is the industry's chief bottleneck, he says.

This belief serves as the basis for Lockheed's present emphasis on the development of plans for terminal facilities and loading and unloading techniques. Its first approach to answer the problem covered all aspects of existing situations which needed analysis—potential volume of freight, potential revenue derived therefrom, economic and even political considerations and, finally, suggested plans for air cargo terminals.

Study Terminal Design

Planning and mechanization of the ground handling phase of air freight operations are cited by Mr. Hackney as primary requisites for solving the industry's chief problem. Based on the assumption that Lockheed's Constellation, the Douglas DC-6A and Boeing Stratofreighter represent the typical air freighter of the future, the Lockheed-designed air terminal features a raised floor to permit level loading and unloading, and aircraft ramp areas designed to accommodate these big ships. Distance from the truck docks to the flight ramps is shortened to minimize ground freight

movement at the terminal.

Although no accurate figures are available, Lockheed estimates that this air terminal design, fully equipped, would cost about \$250,000, exclusive of the cost of taxi strips and aircraft parking areas. Cargo flow amounting to 80 tons an hour could be handled, which would triple the capacity of the most active freight terminal in the country today.

Mr. Hackney's department's research into the problem has been incorporated in another significant report to the industry, titled "Planning the Air Terminal." The problem as presented in this report is stated thus: "While it is recognized that one of the principal selling advantages of air freight is speed, it is not uncommon to have the time during which the freight is on the ground in pick-up and delivery, waybilling and manifesting, loading and unloading, exceed the time the freight is in the air. This unfortunate situation excludes a large segment of air freight traffic of the so-called short-haul (500-750 miles) potential which should be enjoyed by the air transport industry."

Basic Objection

Industry reaction to this report has been prompt and complimentary, but in the essence boiled down to the fact that Lockheed's first suggested plans were too expensive—30-40 employ converted hangars—for all but the largest centers to construct, such as Los Angeles, Chicago and New York, based on volume and revenue of freight.

So once again, Mr. Hackney and his assistants, C. J. Rausch, and C. R. Eulo, sales engineers, did more research, this time to plan a simpler, more easily constructed, and less expensive air terminal. Soon to be published under the title "Constructing the Air Terminal," this new simplified plan will present yet another milestone in the development of this infant industry.

Meanwhile, to tell Lockheed's story where it counts, Mr. Hackney and others appear before various industry groups to explain the suggested facilities. Scale models of the terminal have been constructed to further facilitate comprehension of the widespread plans among the industry and interested onlookers.

In a large room at the Walt Disney studios in Burbank not far from Lockheed's terminal, are presented most of the results of this research, including the scale model, where visiting members of the trade can get

a bird's eye view of some of the equipment, brochures and publications.

Also serving to familiarize Lockheed's goals to the trade have been a steady flow of news and feature articles emanating from Mr. Hackney's office and through Lockheed's public relations office. For example, since 1950 articles showing the progress of this particular project along with others on the altitude tests and refrigeration of air freight have appeared in such publications as *Popular Mechanics*, *Air Transportation*, *American Aviation*, *Aviation Week*, *Distribution Age*, *West Coast Shipper*, *National Air Review*, *Aero Digest*, and other national business papers. Mr. Hackney presented the freight terminal program in detail before the 1949 meeting of the American Society of Mechanical Engineers.

Backgrounding all this information generated by the varied projects is a large, spiral-bound color presentation developed for the actual sale of Lockheed's Super Constellation. This brochure titled "There Are New Profits in the Air Cargo Business" sets out in elaborately illustrated graphs and charts the growth of air cargo, rate structure, trends for greater expansion, and discusses in detail the features of the Super Constellation, including performance records, fleet capacity and revenue vs. cost per trip.

Spreading the Story

Another Lockheed publication by Mr. Hackney is an offset production of "Air Cargo . . . Loading on the Level." This was presented at the California Air Freight Clinic in Oakland in August, 1950. Still another is a "Pictorial Review" which outlines in photographs Lockheed's air cargo developments with the Super Constellation cargo transport. This report was prepared in answer to requests from military service schools and civilian agencies concerned with fundamentals of air cargo transportation and materials handling.

Additional mediums used to spread the word of the program have included a sound movie of loading demonstration with Super Constellation mockup, and an outline, "Air Cargo Economics, Operation and Design," prepared by Mr. Hackney, along with a number of loadability reports.

Lockheed's long-range program is already beginning to pay off. Last December, Lockheed sold its first five commercial Super Constellations for cargo to Seaboard and Western.

Great interest is being aroused within the industry and a surprising variety of items are proving profitable to handle by air freight. Among them are calves and cattle, sheep and horses, which have been shipped at considerable saving and lessened mortality, not only in this country but between the United States and South America. Australia, too, is inaugurating the use of air freight in cattle shipments.

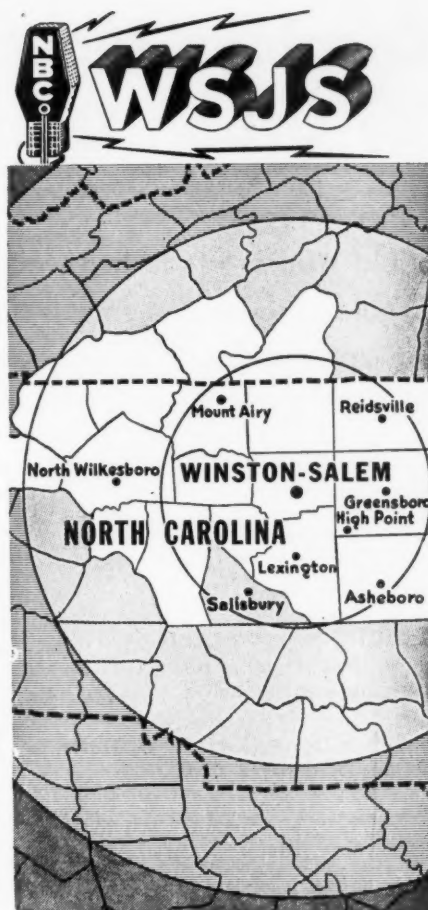
Program is Unselfish

Mr. Hackney has made three complete circuits during the last five years as well as frequent shorter trips canvassing domestic air freight operators, compiling their ideas and suggestions for incorporation in Lockheed cargo transports. He feels that it was their assistance which has made the Constellation an outstanding transport, considering its basic configuration.

Working closely with Washington, the air cargo industry represents an important link in the nation's military aircraft supply. Maj. Gen. William Tunner, Deputy Commander, MATS, has stated that if even 5% of the air transportable cargo of the United States is carried by air, we will have in active daily use thousands of commercial cargo aircraft. Existence of such a fleet would insure an adequate force in being of air transport aircraft in time of war.

Courtlandt S. Gross, vice-president and general manager of Lockheed has placed this program high on the firm's agenda and backs Mr. Hackney's department to the utmost. Mr. Gross, too, believes that "existence of properly designed and equipped air cargo terminals will inevitably lead to expansion of the air cargo industry under private enterprise through achievement of the proper ratio of freight in-transit time—ground to air—insuring more efficient operation."

Working hand-in-hand with the Civil Aeronautics Administration, the Department of Agriculture, other leading air frame manufacturers, the carriers and shippers and the military, Lockheed has consistently taken the long, what's best-for-the-industry approach. Seldom in the national business picture has so little competitiveness entered the scene. In recommending equipment for air terminals, including ground terminal handling equipment, Lockheed has consistently incorporated rival makes, giving no special preference to their own. This as much as anything else makes its "building a market" program truly unique in the annals of sales management.



Only **ONE** Station
DOMINATES

This
Rich, Growing
MARKET

With
**1951 BANK
DEPOSITS
OF**

\$343,735,852.90

A 10-Year Gain of 134%

WSJS
The Journal-Sentinel Station

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Displays Most Wanted By Urban Drug Stores

Field studies made in 11 cities for Sales Management by Gould, Gleiss & Benn, Inc., show marked partiality for tie-ups with manufacturer advertising, displays with movement, "related-item" displays, and dislike for contests.

Some of the particularly strong display preferences of independent urban druggists are:

90.3% believe in displays that tie-in with current manufacturers' advertising campaigns.

78.0% want displays with moving or animated parts.

74.9% want displays which tie-in with other products.

71.0% want displays that help to make a separate "department" of a group of goods.

70.3% want displays which feature one product only.

67.7% want displays which include giving samples of a product.

65.2% like displays that are "mass" arrangements of goods.

63.2% *dislike* displays that promote contests.

52.9% want displays that are a part of a demonstration of the product.

In November and early December, field workers of Gould, Gleiss & Benn, Inc., working on an assignment from SALES MANAGEMENT, studied the window and interior displays of 155 drug stores in 11 cities and also interviewed the owners or managers. The cities were Atlanta, Chicago, Des Moines, Fort Wayne, Fresno, Houston, Kansas City, Minneapolis, Providence, Washington and Worcester. Similar studies were made on food stores (reported in SM for April 1) and on furniture-household-radio stores, to be reported May 1.

About 75% of the drug stores were in neighborhood districts, the others in downtown locations; half of them

had fronts under 20 feet, while a third were large stores with frontages in excess of 50 feet . . . Roughly 50% had a floor area ranging from 1,000 to 1,999 square feet, while a quarter were in the 2,000 to 4,999 square feet group.

The Gould, Gleiss & Benn field investigators first observed the windows of the stores and jotted down what they found.

As compared with previous surveys of drug store windows, the current findings point to an acceleration of the trend toward mass displays of a single item rather than "scattering" displays, with dozens or hundreds of non-related items in a window. Gillette displays, for example, were found more frequently than those of any other manufacturer and a full third of them were exclusive Gillette displays—with one or more lithographed display pieces and many, many samples of Gillette merchandise. Toni, a Gillette-owned product, was also prominent.

For a more detailed study of products found most frequently in drug store windows, see Table 1, reproduced herewith. Because of the nearness of the Christmas season, toys and Christmas ornaments made the list of "top 10."

When the Gould, Gleiss & Benn interviewer had completed his window display analysis, he made other observations inside the drug store and also talked with owners and managers to learn of their preferences in displays. Here are some of the likes and dislikes registered by retail management:

Advertise one product only

	No.	%
Like	109	70.3
Dislike	24	15.5
No preference	22	14.2

(The base, 100, is 155 stores)

Tie-in sales with other products

	No.	%
Like	116	74.9
Dislike	23	14.8
No preference	16	10.3

Promote contests

	No.	%
Like	44	28.4
Dislike	98	63.2
No preference	13	8.4

Make a separate department of a group of goods

	No.	%
Like	110	71.0
Dislike	29	18.7
No preference	16	10.3

Displays that are "mass" arrangements of goods

	No.	%
Like	101	65.2
Dislike	43	27.7
No preference	11	7.1

Demonstrate a product

	No.	%
Like	82	52.9
Dislike	59	38.1
No preference	14	9.0

Include giving samples of a product

	No.	%
Like	105	67.7
Dislike	43	27.7
No preference	7	4.6

Have moving or animated parts

	No.	%
Like	121	78.0
Dislike	27	17.4
No preference	7	4.6

Tie-in directly with current advertising campaigns of manufacturers

	No.	%
Like	140	90.3
Dislike	10	6.5
No preference	5	3.2

Where does the druggist obtain his display material?

	No.	%
Manufacturer	59	38.1
Salesman	58	37.4
With merchandise	20	12.9
Jobber-Wholesaler	14	9.0
By mail	20	12.9
Made himself from stock	12	7.7
Professional window trimmer	22	14.2
All other	22	14.2

(multiple mentions)



In Chicago, it takes 2— to round up big figures

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.*

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!

**See the Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.*



CHICAGO SUN-TIMES

CONCENTRATED WHERE MOST OF THE BUYING IS DONE

211 W. Wacker Drive, Chicago 6

250 Park Avenue, New York 17

TOTAL CIRCULATION, 586,970 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING SEPTEMBER 30, 1951)

APRIL 15, 1952

57

Who installs the display material?

	No.	%
Merchant	93	60.0
Salesman	48	31.0
Store employes	4	2.6
Manufacturer	17	11.0
Professional window trimmer	22	14.2
Display company	17	11.0
All other	21	13.6

A striking, but not unexpected, difference between drug stores and food stores is that 25% of the drug windows were installed by professionals (professional window trimmers and display companies listed above), while there were so few food windows installed by professionals that the total wasn't large enough to appear in the tabulations.

The Best Displays of the Year

While Gillette displays were observed more frequently than those of any other product during the November-December period, and Colgate products were not among the top 10, Colgate beat out Gillette by a slight margin in the tabulation of displays mentioned most frequently by respondents as the ones they considered best during the year 1951. Gillette, however, with Toni added, would have been first.

When asked who installed the best display of the year, the merchant gave himself generous credit: 37.4% said they had installed, 25.8% said a manufacturer's salesman and 25.2% credited a professional trimmer.

Life of the Average Display

Drug store displays remain up longer than food store displays. Food merchants said that 72% were in two weeks or less, while the similar figure for drug stores is 55.

	No.	%
All stores	155	100.0
Less than 1 week	1	0.6
1 week, less than 2	20	12.9
2 weeks	65	41.9
3 weeks	19	12.3
4 weeks	30	19.4
2 months	12	7.7
Longer	9	5.2

Mass Displays and Floor Stands

The trend, as pointed out before, is toward mass displays, and 6 out of every 10 druggists like to have an as-

TABLE I

Gillette Products Lead Window Parade

Field workers itemized each window of the 155 drug stores. Because the survey was made in late November-early December, two timely general items show up among the top 10—toys and Christmas ornaments.

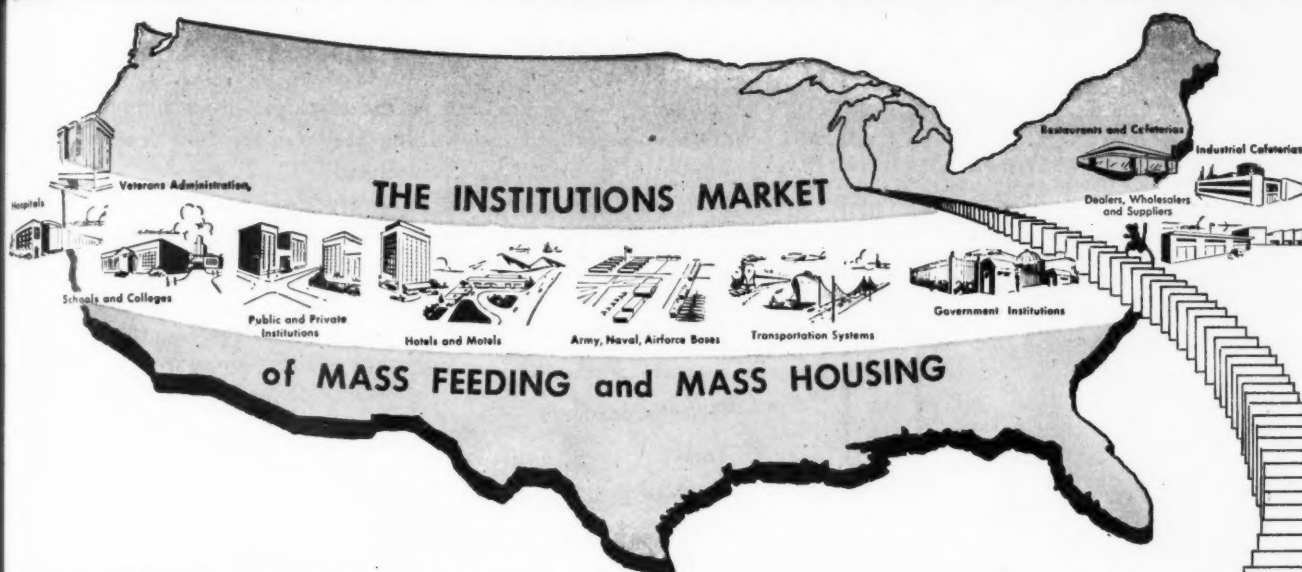
	Number 155	% 100.0
Total respondents		
Gillette	33	21.3
Toys	27	17.4
Whitman's	25	16.1
Old Gold	20	12.9
Yardley	20	12.9
Toni	17	11.0
Christmas ornaments	14	9.0
Schrafft's	13	8.4
Alka Seltzer	13	8.4
Personna	12	7.7

Other products receiving multiple mentions included Abbott Laboratories products, Amity billfolds, Anso, Elizabeth Arden products, Aristocrat clocks, Arpege, Anahist, Barbasol, Bantam books, Beech Nut gum, Big Ben clocks, Bond Street pipe mixture, Bourjois, Brach candy, Briggs pipe mixture, Canada Dry, Camel cigarettes, Casco heating pads, Charles Antell hair preparations, Chanel, Chesterfield cigarettes, Chlorodent, Coca-Cola, Colgate products, Conti shampoo, Corona cigars, Cosmopolitan magazine, Croyden thermo wallets, Cutex, Curad bandages, Eastman Kodak products, Edgeworth pipe tobacco, Embassy cigarettes, Emerson radios, Eveready flashlights, Ever-Ready shave brushes, Eversharp-Schick razors, Ex-Lax.

Also Falcon cameras, Frostilla, G-E clocks, Gem blades, Gerber's baby food, Gibson greeting cards, Gobelin chocolates, Guerlain, Hallmark cards, Hazel Bishop products, Heinz products, Hinds lotion, Imperial pipes, Ingraham clocks, Irwin toys, Italian Balm, Johnson & Johnson products, Johnston candy, Kaywoodie pipes, Kleenex, Kotex, La Palima cigars, Lavoris, Lederle products, LeLong, Lenthieric, Life Savers, Lilt, Lucky Strike cigarettes, Max Factor products, Meds, Medico pipes, Mennen products, Dr. Miles I-a-day, Miss Curity kits, Model tobacco, Muriel cigars, Norris candy, Noxzema, Nunnally candy, Old Spice.

And Pall Mall cigarettes, Parke, Davis products, Parker pens, Pepto-Bismol, Petrolagar, Planters' peanuts, Prell shampoo, Prince Albert pipe tobacco, Purity bandages, Putnam dyes, Pfizer products, Raleigh cigarettes, Rayve, Remington shavers, Revlon products, Richard Hudnut products, Robert Burns cigars, Roi-tan cigars, Ronson lighters, Rustcraft cards, Rybutol, S&W sunglasses, St. Joseph aspirin, Sano cigarettes, Scotch tape, Sealtest ice cream, Seaforth products, Sheaffer pens, Squibb products, Stanback, Sucrets, Sylvania bulbs, Tampax, Tareyton cigarettes, Tattoo products, Taylor thermometers, Telechron clocks, Tinker toys, Toastmasters, Unguentine, Upjohn products, Vaseline, Vick's products, West Bend percolators, Westinghouse bulbs, White Owl cigars, White Rock club soda, Wyandotte, Wyeth products.

USE **ICD** FOR EFFECTIVE YEAR 'ROUND DISTRIBUTION OF YOUR CATALOG MATERIAL TO



REMEMBER THESE 4 VITAL FACTS . . .

- Institutions buyers and specifiers overwhelmingly prefer to receive manufacturers' catalogs conveniently bound in INSTITUTIONS CATALOG DIRECTORY.
- Only a small portion of institutions have facilities for the filing of catalogs received through the mail, left by salesmen, obtained at conventions, or secured by other means.
- Among those few institutions having filing facilities, only a small portion of all catalogs received are filed.
- **YOUR CATALOG, BOUND INTO INSTITUTIONS CATALOG DIRECTORY, IS PREFILED AND THOROUGHLY CROSS INDEXED. IT CANNOT BECOME LOST, DISCARDED, OR MISFILED. INSTITUTIONS CATALOG DIRECTORY IS THE EASY WAY FOR INSTITUTIONS' BUYERS AND SPECIFIERS TO FIND YOUR PRODUCT.**

The 1953 edition closes
September 15, 1952



Write today for new study made among all types of institutions demonstrating the acceptance of INSTITUTIONS CATALOG DIRECTORY for the distribution of your catalog material.

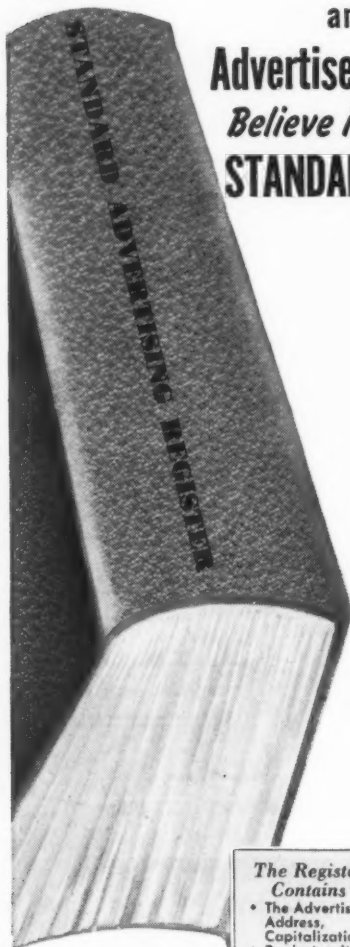
CONSULT YOUR ADVERTISING AGENCY or write to

INSTITUTIONS CATALOG DIRECTORY
1801 Prairie Avenue, Chicago 16, Illinois

STANDARD Believes in ADVERTISING

and

Advertisers
Believe in
STANDARD



The Register Contains:

- The Advertiser, Address, Capitalization
- Products with Trade Names
- Corporate Executives
- Advertising Manager
- Sales Manager
- Printing Buyer
- Advertising Agency Handling Account
- Account Executives
- Advertising Media Used
- Advertising Appropriations
- Character, Extent of Distribution

WHEN time counts — and you want to know the brand name of a product — what company makes it — the names of the officers (especially the Advertising Manager, the Advertising Agency) — where they advertise and how much they spend — you'll realize why the STANDARD ADVERTISING REGISTER belongs on your desk.

Better get the facts. Just drop us a line on your company letterhead and we'll do the rest.

THE AGENCY LIST

Standard source of information about 3,000 U.S. and Canadian advertising agencies with data on their recognition, personnel, and over 30,000 clients. Issued three times a year — the AGENCY LIST is part of STANDARD'S complete service or may be purchased separately.

Free Write for colored illustrated booklet giving full information about the STANDARD ADVERTISING REGISTER and Supplementary Services. It's yours for the asking.

NATIONAL REGISTER PUBLISHING CO., INC.

130 West 42nd Street
New York 36, N. Y.

333 N. Michigan Avenue
Chicago 1, Illinois

TABLE II

The Best Drug Store Displays of 1951

Druggists were asked: "Of all the displays, either window or inside-the-store, which one do you feel was the best from the standpoint of helping you sell merchandise?" . . . Answers added to more than 100% because some druggists couldn't separate out the several exceptionally resultful ones, but the 10 leaders were:

	Number	%
Total respondents	155	100.0
Colgate products	24	15.5
Gillette products	20	12.9
Toni	15	9.7
Johnson & Johnson products	14	9.0
Whitman candy	13	8.4
Coty	12	7.7
Alka Seltzer	10	6.5
Eversharp-Schick razors	10	6.5
Yardley	8	5.2
Max Factor	7	4.5
Squibb products	7	4.5

Other products mentioned as having highly resultful displays were Abbott Laboratories, American greeting cards, Anacin, Anahist, Arden (Elizabeth), Ayer (Harriet Hubbard), Bauer & Black, Big Ben clocks, Borden ice cream, Brach candy, Breck shampoo, Bromo Seltzer, Campbell's soups, Camels, Canada Dry, Cannon towels, Chesterfields, Chlorodont, Coca-Cola, Curity, Cutex, Demuth pipes, Drene, Dr. West products, Eastman cameras and films, General Electric bulbs, Gobelin chocolates, Hadacol, Halo, Hudnut, King Edward cigars, Kleenex, Kotex, Klenzo, Lanvin, Lenthieric, Lilt, Life, Lucien LeLong, Lucky Strikes, Lustre Creme.

And McKesson & Robbins products, Mennen, Modess, Norris, Noxzema, Nunnally, Old Gold, Old Spice, Personna, Pepto-Bismol, Pepsodent, Prophy-lac-tic brushes, RCA Victor, Rand McNally, Ronson, Rubinstein (Helene), Sano, Sergeant's dog remedies, Sheaffer, Schrafft's, St. Joseph aspirin, Sucrets, Suntan, Tampax, Tek, Telechron, Tintair, Tussy, Upjohn, Wildroot.

sortment of individual display cards of advertised products on hand, which they can use in making the mass displays.

Although 90% like displays which tie-in with current advertising campaigns of manufactured products, only half of them say they will use proofs of magazine or newspaper advertisements.

A thumping 8 out of 10 want open displays as opposed to the out-of-reach type. A quarter of the respon-

dents don't like any type of floor stand — usually because of lack of space.

To a much lesser extent than food merchants (13.5% vs. 29.9%), they express a preference for jumbled merchandise in these floor stands. Half of them want the merchandise to be in symmetrical arrangement.

What size floor stand is most likely to meet with the approval of urban druggists? The sizes mentioned most frequently to Gould, Gleiss & Benn

interviewers (and they were in a virtual tie) were 30 to 39 inches high and 20 to 29 inches wide—and 40 to 49 inches high by 30 to 39 inches wide.

The most frequently mentioned spots (Totals add to more than 100%.) were:

Near store entrance	35.5%
At end of counters	22.6
At end of aisles	25.2
In front of counters	29.7

Counter Cards Are Popular

Eight out of every 10 druggists use counter cards—as against only 5 out of 10 among food merchants. Among those not using, “no room” was the most frequently offered objection.

As to size of the counter cards, the preference for one size was much more clearly marked than was true of the answers to the best dimensions for a floor stand. Nearly half of the respondents voted for a display card 10 to 15 inches high, and almost the same number preferred one 10 to 15 inches wide—in other words the vote showed a leaning toward a square card . . . Expressed in more general terms, 83% of the respondents put the top limit of height at 19 inches and 84% put the top width at 15 inches.

A marked difference between drug and food stores is to be noted in the reaction to the use of shelf cards. Sixty-two per cent of the food store respondents used them, but only 36% of the druggists. Druggists are also less likely to use window streamers, although slightly more than half—55.5%—say they use them.

The reaction toward decalcomanias was fairly evenly divided in drug stores, with 54% using, and 46% not using. When used, it's a tossup as to whether they will be found in the window or on the entrance door.

Exactly half of the drug stores had one or more permanent signs, with those of the illuminated type being more frequently found than non-illuminated—which is just the reverse of what was noted in food stores.

When asked how they preferred having their display materials delivered, the druggists mentioned these three methods most frequently:

With merchandise	34.8%
By manufacturers' salesmen	19.4
Separately	20.0

The May 1 issue will feature the survey made for Sales Management by Gould, Gleiss & Benn, Inc., among furniture and appliance dealers in the same 11 cities.

Have you ever wondered why this publication sells so successfully for its advertisers?

U.S. EXECUTIVES AND CORPORATE OFFICERS STUDY

1. Please list the local newspaper(s) you read regularly.

2. Please list the out-of-town newspapers you read regularly for general or business news.

3. Please list the magazines you read regularly for general or business news.

4. Which THREE of the above newspapers and magazines do you find most important to you? (Please list in order of importance.)
1. _____
2. _____

THANKS AGAIN FOR YOUR COOPERATION

HERE'S ONE REASON: When 4,970 corporate and executive officers answered this question recently, more of them named The Wall Street Journal than any other publication, as being most important to them.*

It's only natural for readers to respond most readily to the publication which so com-

pletely fills their business information needs.

Readers read The Wall Street Journal to derive concrete, day-to-day benefits from their reading — and they find them.

When your best prospects* can depend on a medium for such consistent benefits, that's the medium you can depend on best, as an advertiser.

*** Data on request; send for it today!**

THE WALL STREET JOURNAL

NEW YORK
44 Broad St.

CHICAGO
12 E. Grand Ave.

DALLAS
911 Young St.

SAN FRANCISCO
415 Bush St.

ASK THE NEW CAR MAKERS—

**"What's the
Short Route to
Sales Results?"**

Newsweek *sells the top of the market!*



New car makers—like other advertisers—have found that the shortest route to sales is via a medium that attracts customers with money to spend *today!*

No wonder so many new cars are so heavily advertised in NEWSWEEK—and for reasons of significance to advertisers in nearly all fields:

The average income of NEWSWEEK families is \$11,269—three times the U. S. average.

1 out of 4 NEWSWEEK families will buy a car during 1952—and 67% will pay *cash!*

NEWSWEEK's 800,000-plus circulation delivers more \$5,000-and-over-income families per advertising dollar than any other magazine.

Dollar for dollar, NEWSWEEK is the short route to sales results for automotive advertisers and ANY advertisers of products or services requiring thoughtful purchase.

All these
Automobile "Greats"
Advertised in
Newsweek
During 1951

BUICK	<i>Cadillac</i>
	<i>CHRYSLER</i>
DESOTO	DODGE
<i>Ford</i>	GENERAL MOTORS
HUDSON	<i>Henry J</i>
JAGUAR	Kaiser
<i>Lincoln</i>	MERCURY
<i>Nash</i>	OLDSMOBILE
Plymouth	Pontiac
<i>PACKARD</i>	STUDEBAKER
WILLYS	



Dear Editor . . .

W. F. JACOBI
Union Bag & Paper Corp.
New York, N. Y.

(The article in question was written by T. K. Wolfe, director of distribution, Southern States Cooperative. It appeared in SALES MANAGEMENT for February 1.—The Editors.)

EXPOSING THE BAD DREAM

Editor, SALES MANAGEMENT:

Let me congratulate you on the article ["Dealers Reveal Display Preferences in Tape-Recorded Depth Interviews"].

Being a member of the Display Committee of A. N. A., I feel that your survey has done a wonderful job in bringing to light some of the "nightmarish" pieces of point of sale material that are perpetrated on the dealers.

H. R. MEEKER
Advertising Production Manager
Colgate-Palmolive-Peet Co.
Jersey City, N. J.

("Dealers Reveal . . ." etc., was the first of a group of four articles based on an exclusive SALES MANAGEMENT survey by Gould, Gleiss & Benn, Inc. The first article—March 15—summarized the findings in the depth interviews. In succeeding articles we report, in order, on results of the survey in food stores, drug stores, and furniture-household-radio stores. The one on drugs appears in this issue.—The Editors.)

CAREER FILM

Editor, SALES MANAGEMENT:

The article "Youth and 'Death of a Salesman'" is . . . interesting. Can you tell me when and how the film "Career of a Salesman" will be made available for showings to high school groups?

State supervisors and teacher trainers for Distributive Education throughout the country will be interested in this film. We promote and supervise high school work-experience programs in retailing as well as assist with the training of salespeople, supervisors, department heads, and managers in sales and service organizations.

One of our big problems is interesting high school students in salesmanship as a career. The visual materials which have been available thus far have not been very effective.

Local and state chapters of the Distributive Education Clubs could make good use of this film in their club activities. It might also help sell school counselors on the advantages of training for salesmen and merchandisers. Too many of these counselors, at least in Indiana, steer students away from rather than into sales training. . . .

LODIE M. CLARK
Teacher Trainer
Distributive Education
Indiana University School
of Education
Bloomington, Ind.

(To Miss Clark and all others who made a similar inquiry: "Career of a Salesman" is being distributed through National Sales Executives, Inc., 136 East 57th St., New York, N. Y.—The Editors.)

McMURRY'S SMASH HIT

Editor, SALES MANAGEMENT:

Congratulations to Dr. McMurry and to SALES MANAGEMENT for the excellent article "Let's Talk Turkey about the Salesmen's Turnover Problems!" which appeared in your most recent issue.

Dr. McMurry's statement that "The most important determinant of turnover among them is the quality of supervision they receive" is completely in line with our intensive research on this subject during the past ten years.

In 1947 we had an opportunity to do a turnover study for one of the major cigarette companies. This revealed an annual turnover of 175%. In other words, in order to keep 400 men on the payroll, they had to hire 700 men.

The top executives of that organization estimated that the minimum cost in hiring and training a cigarette salesman was \$700. They were shocked to find that a turnover of 700 salesmen in one year amounted to \$490,000 or nearly a one-half-million-dollar loss.

A sound selection and training program was instituted and a special effort was made to improve the quality of supervision. This resulted in a 52% saving on turnover during the first year. In other words, they dropped from 175% turnover to less than 85% turnover.

In the second year, some of the regions dropped to as low as 25% turnover. This was considered remarkable.

However, some of the "die-hards" among the regional managers did not follow the recommended procedures. In one case, turnover, instead of going down, went up from 175% to 225%. Needless to say, that regional manager is no longer with the company.

MORRIS I. PICKUS, President
The Personnel Institute, Inc.
New York City

Editor, SALES MANAGEMENT:

The first of McMurry's three articles on salesmen's turnover is terrific. My tongue is hanging out waiting for the other two.

Of course you are as pleased as I am, I know, to see *Fortune* magazine (current issue) now—at this late date—giving American salesmanship the attention it deserves. . . .

A. E. MARTIN
Sales Training Corp.
Chicago, Ill.

Editor, SALES MANAGEMENT:

I have just finished reading the article by Robert N. McMurry, "Let's Talk Turkey about the Salesmen's Turnover Problem!" in the March 15 issue of SALES MANAGEMENT, and found it extremely interesting.

I would like our nine district managers to have a copy of this article, as well as the next two installments. . . .

W. A. FLINT
Field Sales Manager
Cutter Laboratories
Berkeley, Calif.

Editor, SALES MANAGEMENT:

Beginning in your March 15 issue is a series of articles by Robert N. McMurry on the question of salesmen's turnover. I have enjoyed this first article very much.

I believe it is your usual practice to have reprints of attractive articles of this nature. I would like to buy 30 reprints of this and of the other two articles which are to appear. . . .

EDWARD C. ELLIS
Vice-President
Federated Mutual Implement and
Hardware Insurance Co.
Owatonna, Minn.

(In answer to many questions about reprints on the McMurry series: The three articles will be reprinted together and should be available through SALES MANAGEMENT's Readers' Service Bureau about April 27. The cost: 50c each.—The Editors.)

VIP AMONG FARMERS

Editor, SALES MANAGEMENT:

I read with a great deal of interest your article "The County Agent: Why He's a Good Man to Know."

Your description of the county agent and his importance to the farmer and those who supply the farmer is the best I have ever read.

We manufacture many different types of bags used by the farmer or packer for market produce. We, too, have learned the value of the county agent. At present we are developing a new bag to hold sweet corn in ice. Our program has been set up to orient the state extension units and through them the county agents. In order to acquaint our management with the value of this type of program, I have taken the liberty of referring them to your article. . . .

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January 1-

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MARKETING

Planned by Philip Salisbury, Editor












PICTOGRAPHS

and designed by Marcia Eliot Pictofacts Studio

ARE WE WEARING LESS, DRINKING LESS?

Some interesting changes in consumer purchasing took place between 1939 and 1951. Every type of retail store showed dollar gains, of course, but the big gains were in the field of consumer durables.

All other major categories — save food which remained steady — lost in the percentage it took of the consumer dollar.

	1939	1951	Ratio 1951 to 1939
Drug stores	3.8	2.9	 77
Apparel group	7.7	6.5	 83
Filling Stations	6.7	5.6	 83
General Merchandise group	13.8	12.0	 86
Eating & Drinking Places	8.4	7.5	 90
Jewelry stores	0.9	0.8	 90
Miscellaneous	10.6	10.0	 94
Food store group	24.0	24.1	 100
Lumber-Building-Hardware	6.5	7.1	 109
Automotive group	13.4	17.7	 132
Furniture-Household-Radio	4.2	5.8	 138
The Consumer Dollar	100.0	100.0	

PICTOGRAPH BY
Sales Management

4-15-52

Source: Department of Commerce

Detroit Means Business



IN DETROIT...

**The News
Pulls Best!**

The News is the selling newspaper in Detroit. **Detroit's department stores know it.** That's why they give The News more lineage than either of the other two Detroit newspapers.

Detroit's grocery stores and classified advertisers know it. The News carries more of their lineage than both other papers combined.

Other Detroiters know it, too, because The News is first in total weekday circulation.

In Detroit, do as Detroiters do. Use The News to pull business . . . in a market of over a million workers, earning the highest factory wage rate of America's five largest cities.

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Department Store Linage, 1951

	News	Free Press	Times
J. L. Hudson Co.	2,424,218	1,887,097	1,177,287
Sears, Roebuck	851,232	455,214	849,831
Montgomery Ward	786,978	143,131	629,690
Federal Dept. Stores	730,435	200,845	415,835
Crowley-Milner	737,349	238,213	312,507
Ernst Kern Co.	862,262	182,671	78,904
Peoples' Outfitting Co.	440,909	19,284	561,677
Sams, Inc.	369,621	111,628	527,526
Demery's	210,107	84,475	28,380
Frank & Seder	41,044	7,825	20,313
Total	7,454,155	3,330,383	4,601,950

Grocery lineage, 1951 (10 top advertisers)

	News	Free Press	Times
Kroger's	261,013	42,591	207,415
Big Bear	238,886	99,237	84,438
A & P	166,605	66,040	153,224
Wrigley's	278,541	52,636	52,741
C. F. Smith	107,309	5,480	95,930
Thriftee			116,418
Packer's	101,439	327	3,275
AG Tick-Tock	76,764		
Tom's	58,280		638
Holbrook	24,409		12,974
Total	1,313,246	266,311	727,053

459,808

highest weekday circulation of any Detroit newspaper.

565,718

Highest Sunday trading area circulation.

A. B. C. September 30, 1951

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

• Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

ding

Chicago

MENT

WHAT IT COSTS TO SELL THE CONSUMER

1951 Americans paid out for consumer goods the round sum of 151 billion dollars.

make the sale, our manufacturers, wholesalers and retailers spent \$17.5 billion in advertising, promotion, and salesmen's salaries and commissions.

One cent out of every consumer dollar covers every form of direct selling expense!

The authority for the analysis is Sidney W. Dean, Jr., Vice President, McCann-Erickson, Inc., New York.

ESTIMATED 1951 CONSUMER SELLING EXPENDITURES IN THE MARKETING OF CONSUMER GOODS

BY MANUFACTURERS:

$$S = 500,000,000$$


Advertising (1) \$ \$ \$ \$ \$ 2,100,000,000

Promotion (2) \$ _____ \$ 700,000,000

Salesmen (3) \$ 500,000,000

TOTAL: \$ 3,300,000,000

BY WHOLESALERS AND RETAILERS:

Advertising (1) \$ \$ \$: _____ \$14,200,000,000

Promotion (2) \$ 1,600,000,000

[illegible]

TOTAL: \$12,000,000,000

- (1) General consumer media of mass circulation
- (2) Direct mail, point-of-purchase, premiums, etc. (consumer, only)
- (3) Personal compensation, only (consumer, only)

The expenditures cover selling expenditures to consumers, and are for consumer goods only. Expenditures for services are not available. Personal selling, promotion and advertising expenditures to wholesalers and retailers are excluded, as are administrative and departmental overhead.

PICTOGRAPH BY

Sales Management

only **BH&G**

is selectively

BIG



It's the only one of the 3 biggest man-woman magazines that screens its readers for the BUY on their minds!

THE fact that Better Homes & Gardens circulation exceeds 3½-million families is reason enough to give it top consideration in anybody's advertising plans.

But BH&G is actually *bigger* than such big figures indicate. You see, BH&G hit the top without resorting to fiction, sensationalism, general news photos, or any of the usual lures, which attract people—but *fail to regard their status as good customers*. Of the 3 biggest man-woman magazines in America, only BH&G got there by devoting itself to the BUY-minded—to those people who are constantly seeking things to try, things to BUY, to make their lives more complete.

What is more, these families have the means to convert their interests into purchases—and they consider BH&G their tried and trusted buying counselor! They pore over BH&G's well-thumbed pages as if touring their favorite market place—so, before they emerge, many a sale is born!

Aren't those *more* than sufficient reasons to use BH&G—as a key book on your media list?

Let us tell you more about BH&G's 3½-million better-income families—screened for the BUY on their minds!

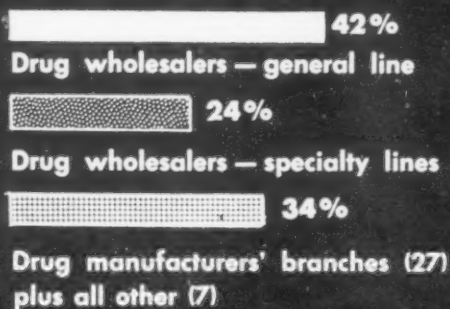


of 3½-Million Better Families

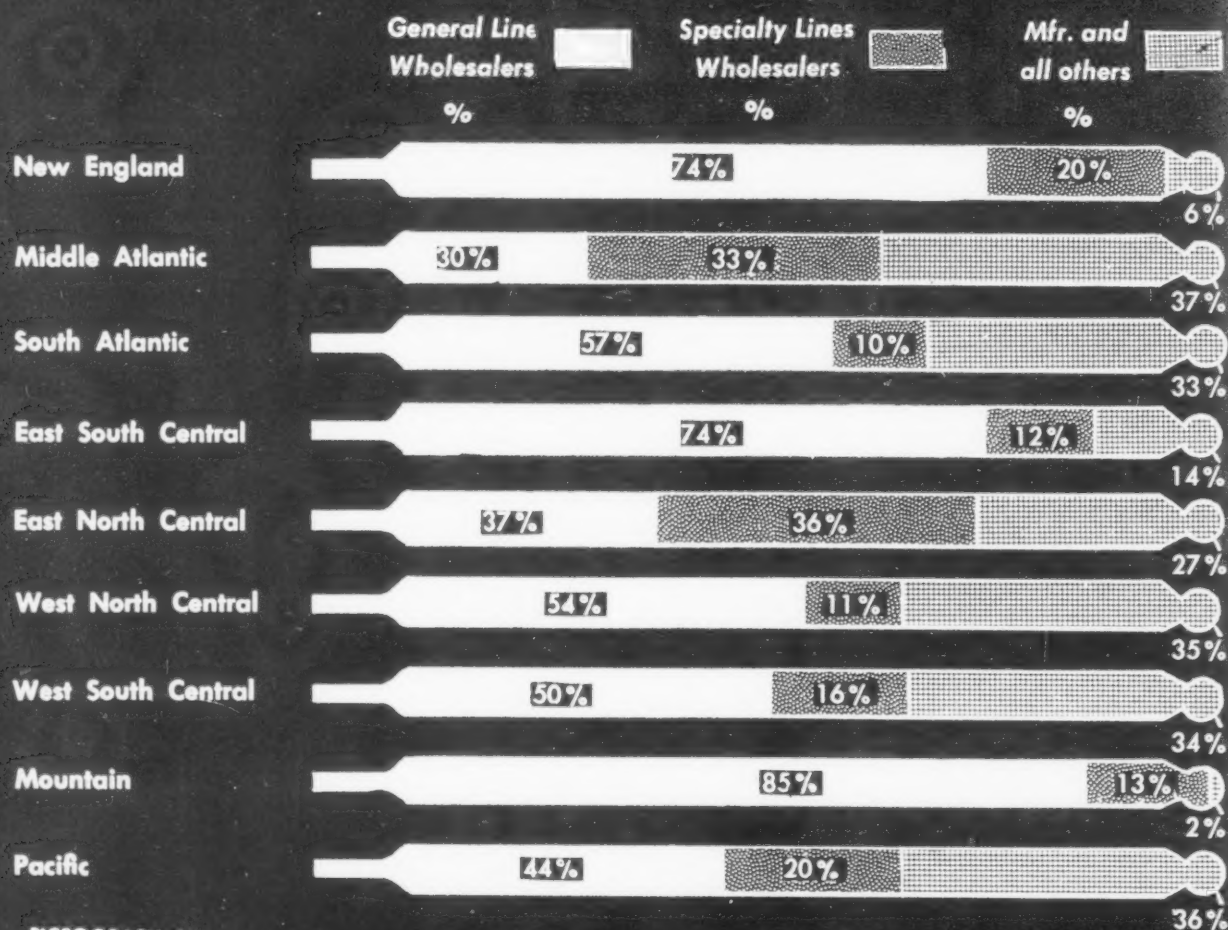
MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

THE ¹/₁₀ SAW PATTERN OF WHOLESALE DRUG SALES

Sales of drugs and drug sundries at wholesale approximate \$3 billion a year, divided:



BY REGIONS THERE ARE GREAT VARIATIONS

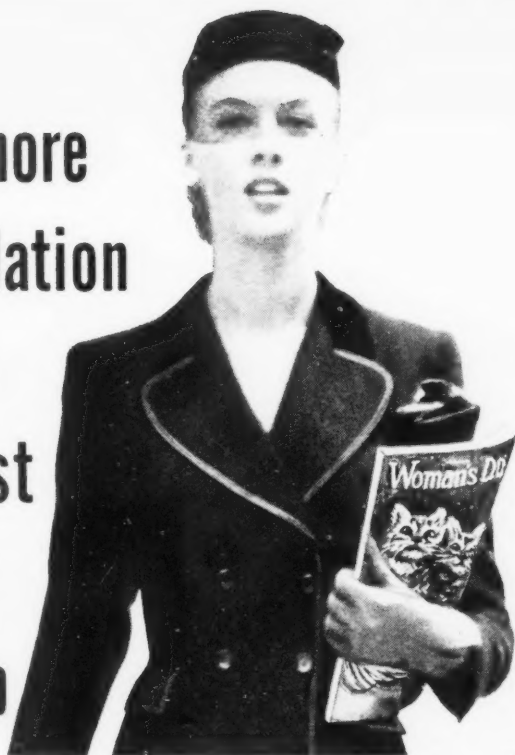


PICTOGRAPH BY
Sales Management
4-15-52

Source: Analysis of Census figures
by National Wholesale Druggists'
Association



more
circulation
where
most
people
shop



in Toledo
for example...



20,121 families—16.91% family coverage—are reached by Woman's Day in the Toledo area alone. Because Woman's Day is sold *only* at A&P stores . . . because women *must* go out to buy it . . . you *know* that Woman's Day's entire circulation is concentrated in or near the shopping centers where *your* products are sold.

What's true in Toledo, is true in city after city; advertising in Woman's Day gives you minimum waste . . . maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in Toledo with that of any other magazine and you'll see why *it's dollar wise to advertise* in Woman's Day.

Woman's Day

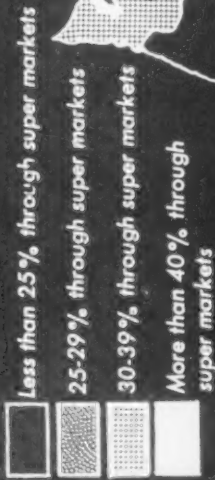
Sold by A & P stores in big cities and small.

the NATIONAL magazine . . . with the NEIGHBORHOOD impact.

ONE THIRD OF FOOD SALES THROUGH SUPERS

The 1951 food store bill of \$36.4 billion was divided 33.9% through super markets and 66.1% through service and modified self-service stores.

Legend:



U. S. average = 33.9%

Source:
Super market sales,
courtesy Super Market
Merchandising

PICTOGRAPH BY
Sales Management
4-15-52



WYER,

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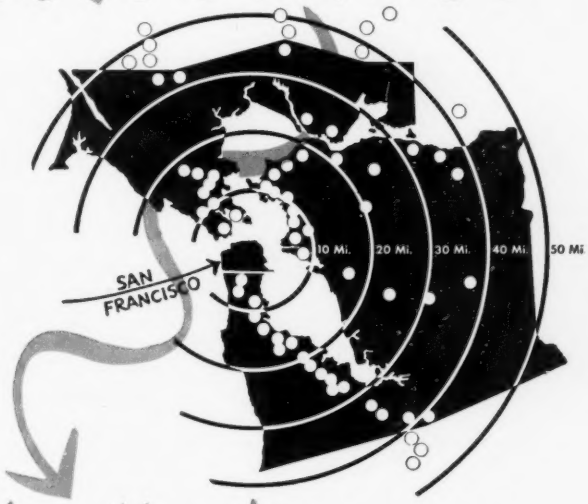
This is the house The Chronicle serves—the San Francisco Bay Area market.

And here in this market, a special Chronicle pattern of circulation coverage delivers the area's most important buying audience.

Chronicle coverage concentrates in the bigger-population, bigger-spending Trading Zone . . . also in finer residential districts of the San Francisco City Zone.

Knowing the potent buying power tapped by this circulation pattern, San Francisco's top-volume department stores and famed specialty shops major in The Chronicle. Leading national advertisers do likewise.

and the key to the house
is the **SAN FRANCISCO Chronicle**



*Your #1 sales maker
in the market*

WYER, FERGUSON, WALKER CO., New York • Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles

Family Shopper Plan Declares 3-Way War on Distribution Costs

Tom Buck's Plan: Furniture-store customers read ads of manufacturers in store-distributed magazine, and order through stores. Carrying only sample stocks, the stores relay orders to manufacturers, who ship consumers direct. Advertisers will get 1,000,000 ready-made local prospects.

BY LAWRENCE M. HUGHES

Consider, says Thomas F. Buck, the problems of All Three:

1. Manufacturers must sell more retailer and consumer prospects, more easily and effectively—and somehow must make their advertising coverage coincide with their distribution.

2. Retailers must sell more things to more people in their areas—easier and faster; with minimum inventory and maximum turnover, and thus at less cost in relation to volume.

3. Consumers will buy more things . . . if they are convinced of their worth, and if they can get known brands conveniently and at reasonable price, through local stores.

After considering the problems for some years, Tom Buck and associates of Family Shopper, Inc., 299 Madison Ave., New York City, have started to do something about them.

To meet the needs and reduce the costs of All Three, they will publish next November 10 the first issue of *Family Shopper*, a six-times-a-year magazine, which will become the basis of a merchandising program.

Already, 46 local furniture stores in as many markets from Ohio to New Hampshire have signed franchises with FS, Inc. Each agrees to distribute an average of 10,000, or a total of at least 400,000 *Family Shoppers*, bearing their individual imprint, to as many charge-account customers. By the first issue Buck expects—if he can get enough paper—to have 100 furniture stores exclusively franchised to provide advertisers with more than one million circulation.

Already, he says, manufacturers of products "compatible with but not competitive with" present furniture-store lines—including home appli-

ances, housewares, luggage, sports equipment, toys and clothing—have expressed definite interest in FS.

What the total first year's advertising volume may be, he won't estimate. The three owners—Tom Buck, president; Robert A. Rice, vice-president, and George B. Lamber-son, secretary-treasurer—currently are occupied with signing store franchises and other matters. They won't formally tackle manufacturers for advertising until June.

Stores now signed are independents, predominantly in middle-size markets. The only more-than-100,000 cities on the list are Baltimore, Camden, Trenton and Wilmington. The others range down to Bridgeton, N. J., 18,700, and Lewiston and Sunbury, Pa., 15,000.

Part Catalog, Part Magazine

The FS group will concentrate primarily on cities between 125,000 and 25,000—"many of which," Buck explains, "today are just gaping holes in the 'national distribution' of a lot of national advertisers. But we'll take cities up to 500,000. Except Baltimore, the last cities we'll tackle will be the 10 largest."

In each market FS offers 100% coverage of the best customers of the local store participant.

Family Shopper will be as much catalog as magazine. Three-fourths of content will be advertising. Editorial material will be mainly on "how to buy," Buck shows. "It will appeal mainly to women and their family-shopping interests, but it will carry an over-the-shoulder invitation to men readers."

Merchants are told that FS will be

a "customer service medium . . . complete with coupon envelopes, so your customers can order any merchandise advertised direct from you."

Only one sample of each FS-advertised product will be displayed in each store. This eliminates the merchant's need to invest heavily in inventory; the cost of carrying it (the average furniture store's turnover, Tom Buck says, is only four times a year), and the losses from fashion, seasonal and other "shrinkage." FS products need never be marked-down.

He estimates floor space required for a complete display of one sample of all FS products in one group at 10x20 feet, and offers a group display rack for them.

The plan, retailers learn, is "as simple as ABC:

"A. Your customer telephones or mails you the order . . . but many will want to see the merchandise at the store before placing it;

"B. You deposit the money or accept the charge, and forward the order to the manufacturer;

"C. The manufacturer ships the merchandise prepaid direct to your customer."

What It Costs

At the end of the month each manufacturer bills each retailer in the plan the full retail price—less a special FS-product mark-up. Whereas furniture stores now must have markups ranging from 35 to 60%, to meet such costs as warehousing, selling and delivery, the minimum mark-up under the plan is expected to be 30%. Some manufacturers may offer more. Others, maintaining 30%, may prefer to reduce prices to consumers.

The manufacturer pays only the cost of advertising in the magazine, plus the cost of direct shipment to consumers.

The retailer pays Family Shopper, Inc., a \$250 fee on signing his franchise. On his gross volume of new business from FS-advertised merchandise he pays 3% up to \$100,000 and 5% beyond that figure.

Last December 2, the plan was submitted by mail to 200 furniture stores. Although Buck had picked the worst month for getting merchants' attention, 60 of them wrote for details. In the next three months,

THERE
WAS A
WAY...



TODAY, THERE IS A BETTER WAY...

The flickering, yellow glow of the oil lamp was once America's main source of light. Today's mammoth hydroelectric plants, like today's advertising and selling methods, show how far we've advanced.

With First 3's "Sunday Punch" you reach over 6,500,000 families. And in 1522 Cities and Towns that account for 41% of total U. S. Retail Sales, First 3 Markets Group delivers 49% average family coverage.

There is a better way to sell your product... use

The group with the Sunday Punch



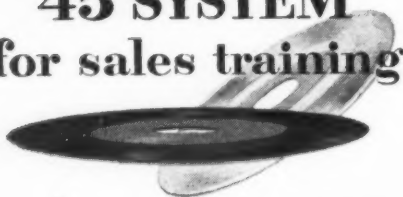
FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Calif., 1127 Wilshire Boulevard, MICHigan 0259

NOW the RCA VICTOR "45" SYSTEM for sales training



Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

Ask us, too, about "45's" successful direct-selling applications—ideal for special, on-the-spot promotion stunts.

Contact your nearest RCA Victor Custom Record office today!

630 Fifth Avenue
Dept. S-40, NEW YORK 20
Judson 2-5011

445 North Lake Shore Drive
Dept. S-40, CHICAGO 11
Whitehall 4-3215

1016 North Sycamore Avenue
Dept. S-40, HOLLYWOOD 38
Hillside 5171



RADIO CORPORATION OF AMERICA
RCA VICTOR DIVISION

COMING . . .

15 Ways to Improve Relations
With Industrial Distributors
By Louis H. Brendel

43 applied for franchises; 20 were signed.

Franchises this year will be limited to 100 stores.

Tom Buck does not expect to have much trouble getting them.

Especially since World War II, he explains, the operations of long-established downtown furniture stores have been affected by the growth of "highway stores"; by expanded furniture departments in department stores, and the steady rise of furniture-accessory advertising by mail order in such magazines as *American Home*, *Better Homes and Gardens*, *House Beautiful* and *House & Garden*.

Estimate on Returns

Not only have the "mail order houses" long sold profitably by mail, but department stores of all types—from Macy's, Marshall Field and J. L. Hudson to Nieman-Marcus of Dallas and Z.C.M.I. of Salt Lake City—have increased their mail business.

The FS plan would enable the furniture store "for the first time, to meet all this competition." At slight cost, and therefore higher net profit, the store could widen its scope, build traffic and volume. It could increase contacts with old customers and add new ones.

Buck estimates that in its first year of operation the plan will yield the average store \$11.14 per name on its charge-account list—or \$111,400 on 10,000 accounts.

Products promoted in *Family Shopper* will sell for less than \$75.

Manufacturers, for the first time, he emphasizes, may cover in magazine advertising the best prospects where they have distribution. . . .

The fellows in *Family Shopper* have had first-hand experience with magazine advertising in relation to product distribution.

In World War II Tom Buck flew as a civilian pilot with the Army. He then became head of grocery merchandising in *Life's* promotion department. Then he met with a flying accident which cost him one leg and 21 months in hospitals. In this period he had plenty of time to study cost-of-distribution and coverage problems.

He also had to consider the cost of surgery and hospitals. But instead of "saving" \$17,000 by declaring himself bankrupt, he plastered three mortgages on his home and two on his car, paid his medical debts and spent \$29,000 on studies of distribution.

Finally discharged from the hospital, five years ago, he left *Life* and got married—both on the same day. The Bucks now have five children.

He became director of the new Advertising Unit of New York City College. Then he took charge of mail-order advertising for *Esquire*. Working with him there were Lamberson and Rice. George Lamberson is a former captain of Marines. For four years Bob Rice was a captain in the Army.

In 16 months *Esquire's* mail-order volume was more than doubled. Since then Buck has directed a similar operation for Dell Publishing's Modern Magazines.

Perhaps the greatest waste in distribution, he points out, lies in the failure of manufacturers to reach their best prospects economically and in terms of when and where the prospects may buy their products.

Many manufacturers who sell through wholesalers can't even name or locate their retailers. Only manufacturers who sell entirely by mail or house-to-house as yet have been able to know their ultimate consumers.

FS, Buck says, will put the who into merchandising—on both the retailer and consumer level.

As for the when: "A lot of ads say, Buy it now. But even when the reader or listener wants to buy it, he can't. Magazines are read mainly in the evening and on Sunday, when stores are closed. Buying action postponed until 'tomorrow' or some convenient shopping trip loses many millions of sales dollars.

Weak Spots in Distribution

"Rarely in national ads are consumers told where to buy. Such statements as 'at better stores everywhere' or 'write to factory for name of nearest dealer' just make buying too tough for the consumer. No good salesman would say, at the climax of the interview, 'Sorry, but I can't tell you how or where to get this product.' But that is just what many national advertisers do."

In a study of magazines measured by Publishers' Information Bureau, Buck found for all advertisers an "efficiency rate"—or ratio of advertisers' distribution to the magazines' circulation—of about 72%.

On such mass-distributed products as Camel cigarettes, Wrigley's gum or Coca-Cola—which are sold in every neighborhood of every town—the rate is 100%. But on some products sold through furniture stores, it

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drops down to 47%. In other words, 53% of the readers of these ads could not buy the products in their cities or towns.

Buck Rice and Lamberson made another survey. With the help of friends in a dozen places—from Wilton, Vt., and Darien, Conn., to Dickinson, Tex., Berkeley, Calif., and Seattle—they answered 200 ads in a dozen magazines with the question, "Where can I buy it around here?"

"Eighty percent of these manufacturers in national magazines," Tom Buck says, "could not name a local retailer."

One inquirer in Mount Vernon, N. Y., was referred 425 miles to a store in Pittsburgh. . . . Another, asking Kirsten of Seattle for a Kirsten pipe, was sent—by a wholesaler—a catalog of Kaywoodie, New York City.

Prospects Without Sources

Here are some replies:

Despite full-page, four-color ads in *Esquire* and *Life*, Cutter Cravat, Inc., Chicago, tells a prospect in Edgewood, R. I., a suburb of Providence (pop. 250,000) that "at the present time we do not have a dealer in that area. . . . If you will kindly select a dealer with whom you trade, we will be happy to send ties to him where you can pick them up."

B. F. Moore & Co., Newport, Vt., maker of Slalom skiwear, could refer only one of its dozen inquirers to a retailer. The rest were offered a 10% reduction for buying direct from factory. . . . Zippo Manufacturing Co., Bradford, Pa., lighters, tells prospects that because it sells mainly through jobbers, it doesn't know the names of local retailers. . . . Drybak Corp., Binghamton, N. Y., maker of Swingbak jackets, mentions price, sizes and colors, and suggests ordering from factory.

Elder Manufacturing Co., St. Louis (who referred the Mt. Vernon, N. Y., prospect to Pittsburgh) informs a Rhode Island inquirer that Mark Twain "Quo Vadis" shirts are not available because "the 'Quo Vadis' movie has not been released in your locality as yet. Just as soon as we receive notification from Metro-Goldwyn-Mayer that it will be released, we will contact one of the retailers in your town and advise you."

These manufacturers would have gained good will and business, Buck says, if they had spent more money and effort insuring at least basic re-

PERRYGRAF

Slide-Charts

provide information that makes it

EASIER TO BUY...

EASIER TO USE...

PRODUCTS



they make more sales!

"Everybody is telling us how easy it is to select the right seat cover with Perrygraf Slide-Charts," reports Mr. R. D. Pease, Vice President and General Manager of the S. E. Hyman Co.

This simple, easy-to-understand presentation of product facts is responsible for making more sales. A product that is made easy to buy is half sold.

Perrygraf Slide-Charts are practical sales

tools. They provide information quickly . . . essential facts appear and unrelated data is screened out. They are easy to operate . . . just pull a tab or turn a disc.

Perrygraf Slide-Charts have proved a profitable sales aid to many companies . . . why not apply them to your business? Write, explaining what you would like a slide-chart to do and we will advise how it can be made and what it will cost.

WRITE FOR THIS BOOKLET
Hundreds of applications are illustrated



PERRYGRAF

Slide-Charts

gional or national distribution, and then had cut their advertising cloth to fit it.

By fitting circulation *exactly* to distribution in each area, he adds, and concentrating only on better prospects, *Family Shopper* will enable many advertisers for the first time to get "100% efficiency." Repeat advertisers may keep on reminding these prospects how and when and where to get their products locally.

Tentative publication dates and "themes" of issues are:

November 10, 1952—Christmas Issue: Will feature gifts for men, women and children; sporting and leather goods, toys, etc.

February 12, 1953—Spring Cleaning: Vacuum cleaners, small appliances, hardware, kitchen utensils, linens, etc.

April 12—Outdoors: Outdoor grills; gardening, hiking, camping and hunting equipment; cameras; spring fashions.

June 13—Summer Vacations: Luggage, sports equipment, beachwear, auto accessories, graduation gifts, etc.

August 10—Back to School: School supplies, typewriters, fall fashions, jewelry, etc.

September 15—Fall Issue: Fall and winter fashions and accessories; winter household needs; sports equipment. . . .

Under the franchise agreement with stores, Family Shopper, Inc., agrees to deliver a specified number of copies to each store, six times a year. The retailer will maintain an up-to-date mailing list of that number of preferred customers, including all charge accounts. He will "accept and execute suggestions for improving" his mailing list. Returns must not exceed 3% of total mailing. . . . Duplication of customers of franchised stores in adjoining areas will be held to 5%.

The Fair Trade Principle

The retailer assumes all charges of distributing *FS*, after copies have been received in bulk from FS, Inc. He must mail them within five days of receipt. He agrees to accept orders for all merchandise advertised in *FS* and to forward them to manufacturers within 24 hours. He will keep

and make available to FS, Inc., a separate set of records on all transactions under the plan.

In effect, the agreement fosters "fair trade." The Supreme Court has outlawed "fair trade" to the extent that nonsigners are not bound by it. But *each FS* retail licensee agrees in writing not "to engage in any price cutting from the printed list in the magazine without written permission" of FS, Inc.

All advertising which a store does for its Family Shopper Department must "enhance the enterprise" and must be "in accordance with the highest standards." FS, Inc., may require a store to drop any advertising it may regard as "improper or unwanted."

On its part, FS, Inc., will seek to provide each store with "more business per square foot, more store traffic, and greater selection of merchandise"—on which it should make higher profit.

For the first time, Tom Buck says, "furniture stores may gain from the 'impulse sales' which have built super markets."

Manufacturers stand to gain, he adds, by wider and more definite and sustained distribution and greater volume—at less cost: "Constant selling won't be needed to develop and maintain these dealers' 'stocks.' In *FS* they will reach better prospects who already are half-sold by participation of *their* store. And they'll know who their consumers are."

A Look at Figures

On its part, FS, Inc., launches a magazine with large, assured, quality circulation and readership, he explains, without circulation-promotion costs. Retailers help to support *FS* and the whole plan with their \$250 fee and commissions on sale of *FS*-advertised products.

Combined fees of 100 stores would total \$25,000. If the stores averaged \$111,400 each in combined first-year volume in these products, their new volume would be \$11.4 million. At 5% of this, FS, Inc., would get \$557,000.

But most of the revenue still would come from advertisers. If advertising averaged only 30 or 35 pages an issue, or a 200-page total for the first six issues, it would still gross—at a low rate of \$3 a page a thousand—about \$600,000. (Tom Buck hasn't yet announced advertising rates, but probably the base will be higher than this.)

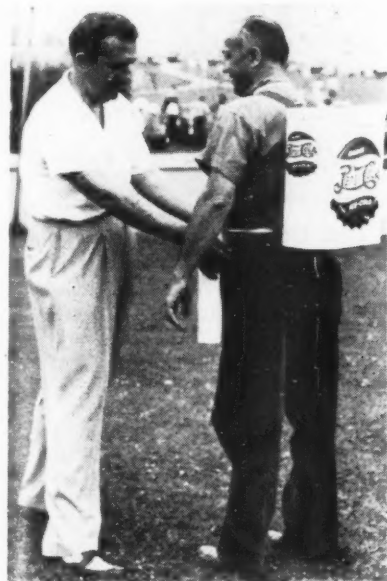


"Don't tell the sales manager, but Mr. Willoughby is holding up my bra."

Thus, in one year, FS, Inc., would become a \$1 million-a-year enterprise.

As for the consumer: She could buy exact brand and type advertised, immediately by mail or phone, from a local merchant he knows. If she goes into the store to inspect the merchandise before ordering, Tom Buck says, the chances are that she'll end up ordering other FS-products too. The store can't be "out of stock." There's no need for or temptation to substitute. And as the plan develops, the consumer may get lower prices.

"You may think it sounds like Utopia Unlimited," avers Tom. "But it's needed. It's damned practical. A lot of manufacturers and retailers are convinced that it will work. They've already put down cash to help make it work."



BOUNCE in merchandising techniques, as well as in the product, is in evidence where vending activities are supplemented by "Tote Bar." Decorated by Palmer, Fletcher & Co., Inc., this new portable dispenser is adjusted by Paul Mayer, sales manager. It is one of the many fountains used for sales at baseball parks, state fairs, etc., as well as for sampling.

Profit from the sales wisdom of AMERICA'S TWELVE MASTER SALESMEN

They have moved billions, yes *billions*, of dollars worth of products and services. They've sold both merchandise and ideas. They've sold direct and through jobbers. Now, America's Twelve Master Salesmen tell you how they do it.

Each of these master salesmen has something of value for everyone who sells in any way. You'll get valuable pointers from:

JIM FARLEY'S definition of selling and the 8 steps every salesman can take to insure success . . . **MAX HESS, Jr's** unique methods of translating neighborliness into sound business, spearheaded by invitations to each new resident of Allentown to lunch in person with the president of the Hess Department Store . . . **CONRAD HILTON'S** sure-fire technique for overcoming the "no" response and how it helped him build the Hilton Hotel empire . . . **ELMER LETERMAN'S** 13 keys to selling yourself, and the one way to treat customers *after* they've been sold that has made him the top insurance salesman of our time . . . **ALEX LEWYT'S** selling lesson learned at 16 which he never forgot and the 10-second salestalk that has helped thousands of dealers to sell more Lewyt Vacuum Cleaners than they ever sold before . . . **AL LYON'S** definition of the "perfect" salesman and his pointers on sales management that have raised Philip Morris from an also ran to No. 4 position in a few years . . . **MARY MARGARET McBRIDE'S** love of her work and deep feeling for her audience of millions of radio listeners that has earned her the title of Lady Aladdin . . . **ARTHUR "RED" MOTLEY'S** 15-word sales "course" that embodies every element important to beginner or master salesman and enabling him to achieve outstanding success in the publishing world . . . **DR. NORMAN VINCENT PEALE'S** methods for "selling" religion to the tough customer considered "impossible" to sell and the 4 vital elements he checks to make his weekly sales "presentation" click . . . **WINTHROP SMITH'S** low-pressure selling that draws investors from all walks of life to his brokerage office, Merrill Lynch, Pierce, Fenner and Beane . . . **THOMAS J. WATSON'S** 2 words that he would banish from every salesman's vocabulary . . . **WILLIAM ZECKENDORF'S** account of how he made a half-million-dollar profit on spending too much for a piece of New York real estate.



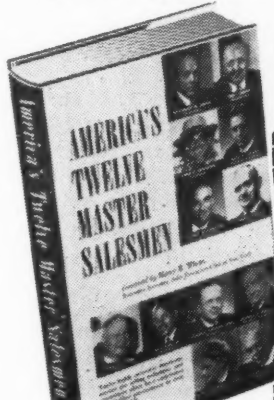
AMERICA'S TWELVE MASTER SALESMEN

has a Foreword by B. C. FORBES and an Introduction by HARRY R. WHITE, Executive Secretary, Sales Executive Club of New York

What these 12 Master Salesmen have to tell you embodies the techniques that brought them pre-eminence. Their frank accounts of how they reached the top and stayed there, the sales ideas that brought them fame — are yours to use. Any of these first-hand accounts may be worth many times the entire price of this volume.

\$3.00 at most bookstores, or direct to department SM

B. C. FORBES & SONS PUBLISHING CO., INC.
80 FIFTH AVENUE, NEW YORK 11, N. Y.



B. C. FORBES & SONS PUBLISHING CO., INC.
80 Fifth Ave., New York 11, N. Y.

SM

I am enclosing \$..... for which please send me postpaid,
..... copies of AMERICA'S TWELVE MASTER SALESMEN,
at \$3.00 each.

Name

Address

City Zone State



RECIPES AND RESULTS: Shown at Milwaukee's Parade of Homes were these full-size demonstrations of light conditioning recipes, with dimensions and placement of lighting equipment. Visitors to show became lighting prospects, learned what light can do to make a house a home.



MEASURING UP: TV viewers saw this scene, learned how to determine proper lighting needs through simple measurements.

Wisconsin Electric Lights Up To Demonstrate, Educate

The product: more and better lighting. The setting: a model home show. The method: Let 'em see modern lighting techniques in exhibit rooms. The result: 140,000 spectators who came, saw and who left as prospects.

BY LEONARD J. LESSNICH
Superintendent, Residential Sales
Wisconsin Electric Power Co.

Domestic lighting always has been, and no doubt will continue to be, the backbone of the electric utility industry. From a utility viewpoint it is a highly desirable load, but it is extremely difficult to sell. Demonstrations of good lighting mean little to the average home owner who is unable to understand how the results shown to him can be reproduced.

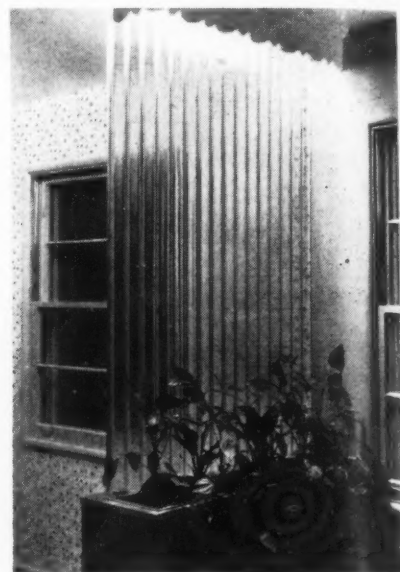
To solve this problem the General Electric Co. introduced lighting recipes—lighting conditions easy to reproduce for specific tasks or needs. These lighting recipes are as tangible, as usable, and as easily understandable as the refrigerators, ranges, and other appliances which we have so successfully sold in the past.

Unfortunately, though, many home owners had never heard of the recipes

—they had never been told about them. We, in Milwaukee, found them to be a sure-fire formula for giving nearly 140,000 demonstrations of good lighting at a cost of only \$4,000. That works out to less than three cents a demonstration.

We were fortunate in arranging for demonstrations of home lighting recipes. It so happened that the Milwaukee Builder's Association was planning a "Parade of Homes" during National Home Week. Consequently, by paying an exhibitor's fee of \$100 each, it was possible for us to light condition three of the Parade homes.

In each of these homes, we checked the wiring to be sure that it met with national adequate wiring standards. And, of course, we saw to it that



RIGHT LIGHT: Ornamental lighting, demonstrated with divider, made technique of beautification easy to grasp for home owners.

each home featured an all-electric kitchen.

In setting up the lighting demonstrations, there was some question as to whether furnishings should be complete or minimal. One school of thought held that complete furnishings would show to better advantage how effective recipe lighting was. The other maintained that too much attractive furniture would steal attention from the lighting. We chose the latter course and, aside from any other considerations, we are glad we did because of the extra space which it provided.

Aided by the interest the Parade of Homes was creating, we were permitted to light condition the model home in a downtown department store. Blow-ups of the recipes were



FOR PUBLIC RELATIONS



FOR EMPLOYEE RELATIONS



FOR SLIDE FILMS

IF YOU HAVE SOMETHING TO SAY...



FOR SALES TRAINING



FOR PROMOTION



FOR OVERALL MANAGEMENT

SAY IT FOR GOOD ON
COLUMBIA TRANSCRIPTIONS

Once and for all... put it on Columbia Transcriptions
...today's brightest, surest means of communication.

For any custom recording... any size, any speed, any
need... rely on Columbia, the smartest, soundest
name on record.

Studios in New York, Chicago, and Los Angeles.

Or... just as close as your nearest tape recorder.

Write for full information.

COLUMBIA TRANSCRIPTIONS

A Division of Columbia Records Inc. 67

New York—799 Seventh Avenue, Circle 5-7300

Chicago—410 No. Michigan Ave., Whitehall 4-6000

Los Angeles—8723 Alden Drive, BRadshaw 2-5411

Trade-Marks "Columbia," "Masterworks," 68
© Reg. U. S. Pat. Off. Marcos Registrados



Pattern of progress



Since December 11, 1948, the growth and development of television receivers in Memphis and the Mid-South has been truly amazing. Look at these figures.



Dec. 11, 1948 - 1444 TV Sets

March 1, 1950 - 24,172 TV Sets

Dec. 1, 1951 - 108,780 TV Sets

Feb. 1, 1952 - 118,000 TV Sets

TODAY

125,000 TV Sets

**In the Memphis market area*—and
this is an undivided audience, too!**

WMCT is the only television station these sets can tune to. This means an undivided audience, means, too, a far better buy for your TV dollar than you would get in many multiple station markets.

*based on latest Memphis distribution figures

National Representatives The Branham Co.

Channel 4 • Memphis

Affiliated with NBC

Owned and operated by
THE COMMERCIAL APPEAL

Also affiliated with CBS, ABC and DUMONT

WMCT

**Memphis ONLY
TV Station**

WMC WMCF WMCT

placed in the model rooms and we managed to get an interview on the Lady of the House program which originates from this home. On the same program, a recipe was described each day for a week.

In our own building, we set up a lobby display and a counter at which lighting consultation service was given and lighting recipe booklets distributed. Another 10,000 recipe booklets were distributed at the Parade of Homes, and the demand for them continued at our lobby display which remained in use for several months.

Nine of our employees were recruited to serve as attendants at the three light-conditioned homes. They were thoroughly trained to operate the lighting displays, since the effects of the lighting are shown to best advantage when some of the units are turned off occasionally to provide a basis for comparison.

Running 8 columns by 16-inch insertions in the Milwaukee newspapers, supplemented by 3 columns by 10-inch insertions in 12 suburban newspapers, together with a mention on our own radio program—and spots on several local stations throughout the week ran our advertising bill to a little more than \$3,000. The 10,000 booklets previously mentioned cost an even \$200.

"So What?"

Most of the difficulties we encountered were the usual sort which stem from indifference. The most unfavorable reaction was "So light is light . . . So you got more light . . . So what?" Actually it wasn't more light as such which we were selling. It was more and better lighting properly applied.

One hundred forty thousand people saw our displays. We heard nothing but favorable comments from them, and we noticed that they favored light-conditioned homes over non-light-conditioned homes in a ratio of about three to one.

We might very well have contented ourselves with passing out a few of the recipe booklets, talking the matter up on our radio program, running a few newspaper insertions and, perhaps, sending some of our people around to talk about light conditioning. This would have passed for an "active" program, but it never could have done the job we did do at the Parade of Homes.

Starting with a program supplied by a manufacturer we, with much perspiration and, perhaps, a little inspiration, turned it into a truly effective selling tool.

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the sales idea that bounced off the wall

The year's advertising was planned ... newspapers, radio, magazines. Now they needed a good point-of-sale display for their trade-mark — something they could be sure dealers would use.

"If you give a dealer a display he can use, he won't throw it away," somebody suggested. "Something that offers a service, to him and his customers."

And then he pointed to the wall, at the clock. "What a place for a sales message," he said. "Think of the millions of advertising impressions you can create every day with just a few hundred clocks!"

And, of course, he's right. Do you know that you can keep your name in the public eye on Telechron Advertising Clocks, for an amazingly low cost? And they are available *right now!* Send the coupon below for information on the self-liquidating plan.



MODEL No. 6
Illuminated. 14 5/8" diameter. Your name or slogan ceramically baked into the translucent dial.



MODEL No. 604
Non-illuminated. 12 1/2" dial. Name or slogan on metal dial.

Telechron
advertising clocks

TELECHRON DEPARTMENT, GENERAL ELECTRIC COMPANY
164 Homer Avenue, Ashland, Mass.

Please tell me more about Telechron Advertising Clocks and suggested self-liquidating plans for promoting them.

15" Illuminated ad clocks (minimum quantity, 100)			
12" Non-illuminated ad clocks (minimum quantity, 100)			
8" Display or dispenser clocks			
Promotion clocks (minimum quantity, 250)			
Name _____		Title _____	
Firm _____			
City _____		Zone _____	State _____



RETAIL salesperson demonstrates Englander's three points . . .



WITH a square of the kind of foam rubber contained in the mattress . . .

A Product Film with Plenty of Sales Savvy

Its specific objective is to improve performance at the retail level . . . to urge proper presentation of benefits.

Unless the manufacturer is able to successfully familiarize the distributor, dealer and . . . most important . . . the floor salesman with his product, the greatest advertising and merchandising campaign in the world will be largely wasted.

This statement, by A. B. Staebler, vice-president in charge of sales of The Englander Co., Inc., one of the leading makers of sleep equipment, summarizes the reason for the company's 17-minute sound slidefilm which is designed to leave no doubt

in the viewer's mind as to just what Englander and its products are all about.

Titled "The New Sleep," the film is devoted to giving the salesman a detailed description of Englander's mattress of Goodyear's Airfoam and the exclusive Red Line foundation. "The Englander Co. has literally spent a fortune to advertise these products," says Mr. Staebler, "because it is our belief that when they are used in combination, they form the best sleep equipment on the market. But our believing it won't do one bit of good unless we can convince floor salesmen that what we say is true. By the use of this film, we are helping to do just that."

Englander also believes that salesmen should know more of the company whose products they sell, and so the history of the company coupled with the development of mattresses is graphically illustrated in the film.

Then follows the credo of Englander: "We Sell Sleep." The film points out that while it's true that the company sells sleep products, the end product is sleep itself. "Play up this point," the film advises.

To add weight to the sales story, medical men are quoted to the effect that sound, restful sleep depends first on comfort for all parts of the body, and second, on firm, level, non-sagging support to eliminate muscular tension and provide full relaxation.

It is pointed out that the Red Line foundation, one of the newer developments in innerspring construction since the advent of the innerspring mattress in 1920, coupled with the Airfoam mattress, provide these requirements.

Emphasis is placed on use of sales tools to help tell the sleep story. The Airfoam mattress and the Red Line foundation represent a new development in sleep equipment: The combination features cushioning, plus yielding, plus firm support. Show these advantages to the customer, advises the film, by use of the cutaway models, x-ray pictures and other tools supplied by the company.

"Finally, and above all else, never Prejudge a Prospect's Purchasing Power." The film tells the salesman to keep the 4-P's in mind and to demonstrate the top grade product first, then the next lower in price, thus trading up an otherwise lower price sale.

"By the time he has seen the New Sleep," says Mr. Staebler, "the viewer should know the company, the product and, most important, how to impart his knowledge to the customer and thus translate it into sales."

**buying ONE paper
—any one paper—
in the
great and growing Detroit Market
is buying
a lesser and lesser share
of a
larger and larger total.
—you are missing something
if you miss
The Detroit Times HALF
of this market.**

*You're Missing Something
If You Miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

If Wall St. can sell 'em, so can you

Good customers for Wall Street usually are good customers for any advertiser. Investments stem from extra funds, from above average incomes.

And that means good prospects for any advertiser . . . for you.

Take what happened to B. G. Phillips and Co., investments.

"In four months of advertising *exclusively* in The New York Times," Mr. Phillips says, "we sold over half a million dollars of shares in one mutual fund alone! Many people just walked off the street, already sold by our ads in The Times. Some had torn them out and kept them in their pockets until they were ready to act.

"Apparently everybody, but everybody, reads The New York Times," Mr. Phillips declares. "We expanded our office once to try to handle the flood of inquiries, but we are still swamped.

"We received inquiries from almost every European and Latin American country, from such remote areas as South Africa, the Persian Gulf and Liberia, as well as from the 48 states and Canada."

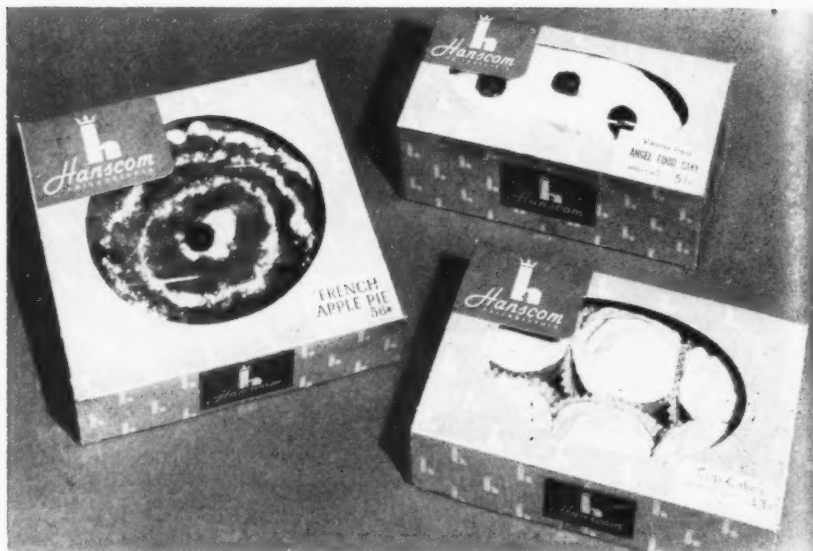
Here's solid proof that The New York Times is read by the kind of people who have what it takes to boost your sales. That's why The Times has been first in advertising in the world's most profitable market for 33 years.

The New York Times can mean more business, more easily made, for you. Get all the facts about The New York Times, and how it can help you, *now*.

The New York Times

"All The News That's Fit To Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO



HANDSOMELY HOUSED . . . baked goods leave Philadelphia's railroad terminal in the arms of quick-stepping commuters who buy their pie in a new serve-yourself bakery shop where . . .

Hanscom's Quick Pickup Accents Self-Service Trend

One of the country's busiest bake shops streamlines service by adopting super-market techniques involving sturdy packaging, automatic wrapping and quick getaway.

In Philadelphia's bustling Commuter Terminal is a Hanscom bake shop, where train-catchers dash to pick up candy and baked goods before the 5:10 pulls out for home. Lately commuters have left Hanscom's with more than they intended to buy. Reason: self-service, and packaging to fit the speed-up—a trend fast growing at retail.

Hanscom's streamlined operation, engineered for impulse, is a study in semi-automatic merchandising. Baked goods are displayed already boxed on open, slanting shelves. As one box is removed, others slide forward. Behind-scene salespeople replenish the supply as quickly as it disappears. Packages, marked with quantity and price, are grouped according to departments, such as cakes, pies, rolls, and as selections are made, customers can slide packages along a tray, cafeteria style, to next department. Check-out point is at the end of display line, where an automatic ma-

chine ties the packages together. The customer pays at this point and is speedily on his way.

Big factor in success of Hanscom's Philadelphia shop is package designing which (1) lets customer see what he's getting; (2) is sturdy enough to allow pre-packaging back stage; (3) needs no outside wrapping; (4) is economical. Designer Jim Nash, New York City, created packages for maximum display appeal, quick identification of product. Trademark, a stylized "H," is carried through on all Hanscom packaging and is boldly noticeable in its advertising and promotion.

Color scheme of Hanscom's terminal shop is in greens, and this color has been worked into the new packaging.

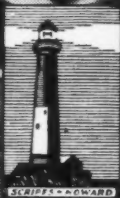
Hanscom's ingenious bake shop merchandising gets customers in and out in a hurry, meets the test necessary to qualify all marketing innovations: Sales are up.

Cuyahoga County *Metropolitan* CLEVELAND

OHIO'S LARGEST MARKET

Ohio's Largest Daily

The Cleveland Press



General Paint Builds New Sales Plan On Home Decorating "Centers"

A packaged merchandising program revolves around a store unit where shoppers can find ideas, color chips, paint specifications, complete instructions for any decorating job.

Based on an interview with BERNARD BLAKE
Advertising and Sales Promotion Manager
General Paint Corp.*

Two problems confronted General Paint Corp. in 1951: how to upgrade its present dealers; how to put itself in a position to attract the better and larger volume dealers who sell quality paint on the basis of color, style and decoration. In short, how to get dealers to capitalize on more decoration- and style-conscious customers for complete paint jobs . . . now.

The company had made a good start in this direction by 1950 when two important merchandising steps were taken: It introduced its Trend Tones, a tube color system to make possible a wide range of shades and colors and its Color Planner which is a chip-type color merchandising unit.

General Paint dealers who adopted these aids were in a position to actively sell the fashion-conscious housewife in need of modern color to enhance her home and of decorating guidance in utilizing those colors.

Unlikely Interiors?

"There was a big *But*," says Barney Blake, General Paint's advertising manager, who since he joined the company in 1949 has been concentrating on broadening its promotional program to and through dealers. "We could not ignore the fact that with many dealers the interior appearance of the store made it unlikely that the type of customer we wished to attract, once inside the store, would feel confident about asking for decorating guidance."

A study of the situation revealed three positive needs:

1. The store selling paint must be more attractive to women who do

*San Francisco, Calif.

most of the shopping for colors to beautify the home.

2. They must be offered not cans of paint, but decorating service and suggestions on the use of paint.

3. They must have confidence in the source of the suggestions.

This called for remodeling or modernization of nearly all paint stores—dealers able and willing to spend time discussing style, color and decorating problems with each prospect or customer, and trained sales personnel capable of following through with informed guidance . . . an almost impossible program.

What General Paint saw at this point was that its problem was the dealers' problem which they had to solve together, with the manufacturer taking the initiative.

The answer proved to be what Barney Blake, who developed it, called a "Home Decorating Center" to be installed in dealers' stores. It was designed, the dealers were told, "for you from your customer's point of view. Complete, compact . . . makes your store the decorating authority in your area." How?

It "answers most color and decorating problems for your customers; improves and speeds up service to your customers; builds sales of paint and related items for you" . . . all without special effort on the part of the dealer or his sales personnel. It puts the customer in control. It gives the paint dealer and his sales personnel the opportunity to become authorities on home decoration.

The Home Decorating Center "remodels" the store at a stroke, transforming it from a place where paints might be bought to one where

paints and related items are actively merchandised. It includes a desk unit, chairs, and sign; a decorating guide book for the customer, called "Select-a-Scheme"; the previously introduced Color Planner and Trend Tones, and full displays of the company's paints. It can be set up in only 25 feet of floor space as an island or against a wall. It can be doubled or multiplied for larger stores.

The desk is modern. It was designed by a well-known western industrial designer. Built of natural birch with clear lacquer finish and veneered edges, it seats two persons and provides space for home decorating magazines, wallpaper books and other literature to put the customer in a mood for improving her home.

The chairs (from Planner Group Furniture designed by Paul McCobb) also come in natural birch. The sign has raised white script letters against a natural birch panel.

A Dial for Decorating

Select-a-Scheme is a guide book for the customer. Sturdy, green-covered, 16" x 22", it has a dial set in the cover, which dials the customer's decorating problems: Is her room small or medium, long and narrow, irregular shaped? The dial directs her to the pages of the guide which will give her correct selections of color schemes for her requirements, with suggestions for floor coverings, upholstery and accent colors. It is designed to take the guesswork out of decorating by giving answers to specific problems.

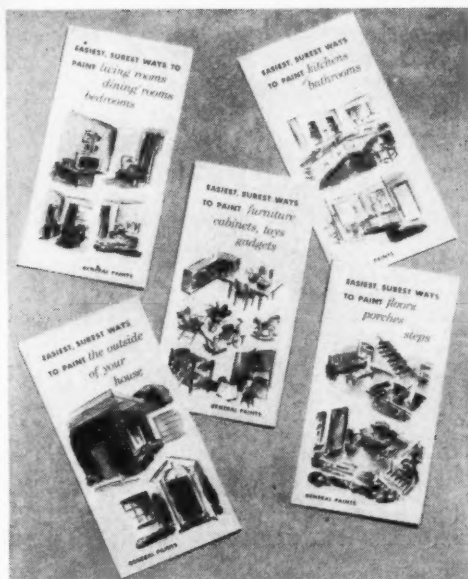
Co-ordinated with it is the Color Planner. Three two-sided panels swing on an upright axis. They classify the paint products by use—living rooms, bedrooms, kitchens. A heading guides the customer to the panel for the job she has in mind. Clear plastic pockets present her with the "take home" color chips, and a large pocket offers instruction folders on how to do the job. The Select-a-Scheme helps to sell paint not by the can, but by the job.

"The Color Planner acts as an extra store salesman," General Paint explains to dealers, by answering three major questions customers have in mind: What colors are available



IT LOOKS LIKE THIS: The elements in it are comfortable seating for the customer, ample work space, and a variety of carefully designed printed materials and color chips which give the prospect everything she needs to work out a colorful, attractive decorating scheme for any room in her house.

Highlights Of the General Paint Merchandising Plan

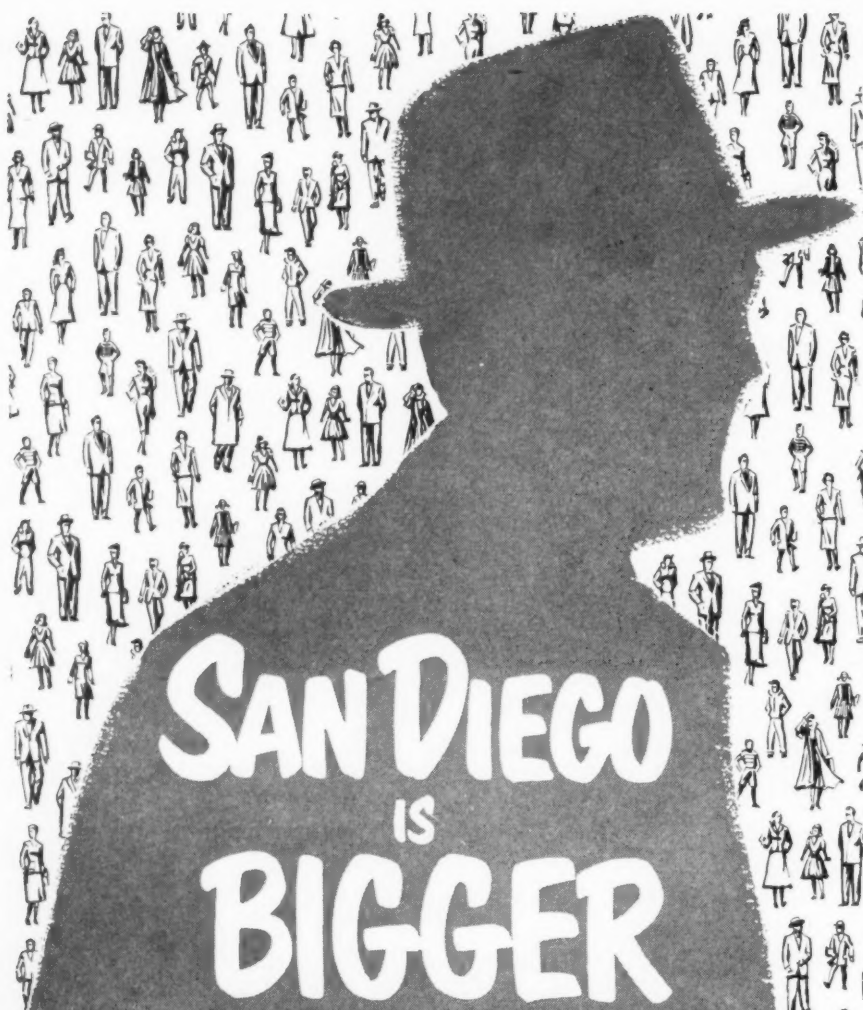


"HOW TO" BOOKLETS: There's one for each kind of room, one for floors, porches, steps; one for furniture cabinets, toys, gadgets and the house exterior.



COLOR PLANNER: This device is designed to answer three major questions that always arise in the mind of the prospective paint buyer: What colors are available? What kinds of paint, what equipment should I buy? How do I go about putting paint on the surface I have to cover? The plastic pockets contain color slips and complete instruction folders the prospect may take home.

"SELECT-A-SCHEME": That's G-P's name for the sizable counter book which suggests correct color schemes for living rooms, bedrooms, kitchens. It offers ideas on floor coverings, upholstery, accent colors. It has a special value, too, for store personnel: It helps them to develop confidence in talking with customers who ask for advice about decorating problems and attractive color combinations.



SAN DIEGO IS BIGGER

Than . . .

Albany - Schenectady - Troy (N.Y.)	521,100
Columbus, (Ohio)	510,600
Hartford - New Britain (Conn.)	544,900
Memphis (Tenn.)	486,500
Oklahoma City (Okla.)	326,600
Richmond (Va.)	341,000
Syracuse (N.Y.)	346,600
Toledo (Ohio)	399,400

San Diego (Calif.) 547,700

City and County population

THE MOST
IMPORTANT CORNER
IN THE U.S.A.

SAN DIEGO
CALIFORNIA

**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

to me? What kinds of paint and other equipment should I buy? How do I go about putting on the paint?

Trend Tones, which completes the Home Decorating Center, is described by the company as "an ultra simple color system based on tubes of concentrated color with standard General Paint one-coat whites as bases." The "tubes are formulated to mix easily and thoroughly . . . Each Trend Tones color sample contains simple directions for obtaining the color in each finish—one-coat flat, semi-gloss, and high-gloss."

Launching the Program

General Paint sells its paints, lacquers and varnishes through independent dealers and some company-owned stores. The latter present no problem. They have served as test spots for paint merchandising methods and tools. To independent dealers, the Home Decorating Center story was taken by some 200 General Paint salesmen covering territories west and southwest of the Mississippi.

First, sales meetings were held at all six company paint divisions. Regional division managers presented the program to the salesmen. The headquarters advertising department prepared a promotional portfolio called "A Complete Home Decorating Center for the Progressive Paint Dealer" which was presented at the meetings. Business paper advertising announced the program.

The portfolio pictures and describes the merchandising package—the Home Decorating Center—and its component parts. It tells the dealer that this "functional selling unit developed over a period of two years, and tested in model stores, influences your customer to make her home decorating decisions and purchases at your store."

It includes graphs to make it a simple matter to set up the unit in any store. Salesmen are told how to work with dealers to make the most effective installations, plan stocks, and place supporting local advertising. Newspaper mats and radio copy are given to the dealer to help promote the Select-a-Scheme guide—the principal consumer attraction of the unit.

After the Home Decorating Center is set up, General Paint salesmen work with dealer store personnel to train them in the use of it. Called the "nearest thing yet to self-service for paint, a device which encourages initial self-service and saves customers' time, it lets you step in to close the sale." Instruction is given on

when and how to make these culminating moves.

For dealers who might prefer to have the desk unit constructed locally, General Paint salesmen are provided with sets of blueprints of the Center. Blueprints are complete; a builder does not need instructions or supervision.

What about cost? A dealer may admit that it's a fine idea, but it looks expensive. Indeed it does. It adds tone, upgrades the entire store. But to the dealer, the salesman truthfully explains, it means profitable merchandising at a small cost. General Paint has taken on the cost of all development, design, initial models, and test. The dealer may have the Home Decorating Center—complete from any of the company's regional division offices—for the cost of construction. The package, that is, is offered at cost.

Cost means that the dealer gets the Home Decorating Center—exclusive of Color Planner and Select-a-Scheme which cost \$35 and \$20 respectively and which he very likely already has—for \$190. The two chairs cost about \$23 each. Chairs are made a part of the package to make sure the dealer does not use the unit without providing seating, as some early users did.

Answering Cost Objections

Most dealers already have paint display fixtures, shelving, and islands for cans and related paint items. It is a simple matter to show them how, by re-arranging these with the Home Decorating Center, to give their stores an "active" merchandising unit which is far more than just a display. It is the salesman's task, with the aid of his graphic portfolio, to make this self-evident.

Another question about cost arises in the dealer's mind: How am I going to be able to afford the immense stock of kinds and colors of paint this Home Decorating Center calls for?

True, says the salesman, "to offer customers an assortment of 75 colors in three finishes you will have to stock more than 4,000 gallons, or about \$11,000 worth of ready mixed paint." This gives him his opportunity to sell the Trend Tones package. With this system, he can tell the dealer: "\$400 equals \$11,000 of ordinary stock." He has a carefully planned assortment for the medium-size dealer, a second for the small dealer. The first can start his stock for \$411.84, the second for \$205.92, adding nine specialty products which,



Be there... with Zippo!

Here's how to keep a man mindful of you and your company—*wherever he goes*. Give him a ZIPPO—engraved with your company trade-mark. For ZIPPO is the lighter men carry and use for years. That's because it's the *one* lighter that always lights with a zip—even in wind or rain. Yes, you too, can *be there with ZIPPO*—keeping goodwill glowing for years. Send the coupon and see how little it costs!

ZIPPO

The One-Zip Windproof Lighter



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

FREE mechanical service—for life!

**GET YOUR COPY
OF FREE BROCHURE!**

Zippo Manufacturing Company SM-23
Bradford, Pa.
Please send FREE brochure showing Zippo models, quantity discount prices, and information on low-cost trade-mark engraving.

Company.....
Address.....
City.....Zone.....State....
Att'n: Title.....

the company assures him, "meet over 90% of all basic home painting job needs . . . in colors most in demand today." In addition, he learns that one source, General Paint, "can supply every paint product, wallpaper, and related item you need . . . This saves you time . . . requires less inventory."

Cans of paint do not invite self-service. Dealers recognize this as well as do manufacturers. The can hides the color inside and gives only technical application directions whereas the customer wants to know how to use the product to solve her decorating problems. Yet today's conditions of retail distribution are all in the direction of increased self-service. How to do a better job of paint selling than is possible with the usual fixtures to hold cans, is the dealer's problem as well as the manufacturer's.

Alert dealers who have been introduced to General Paint's Home Decorating Center quickly see that they are being offered the help they had been seeking. Although the unit has been available for only a few months, 40 of the Centers are already in use and the response from the field indicates that from three to five times that many will be put into stores during 1952.

Dealers are happy because they find their stores gaining prestige as a result of the Center. Customers who "discover" it appear to be impressed. They tell their friends about it. It promotes discussion among friends and neighbors and soon the dealer notices that new customers are dropping in to take a look at the Select-a-Scheme decorating guide they've heard about. These lookers can be turned into buyers.

In assessing the value of the Home Decorating Center program, the company finds these immediate gains:

As a direct result of the Center, dealers report paint sales increases up to as high as 45%.

A "Custom" Service

The idea of seating paint customers helps sales immeasurably. Dealers have discovered that once the customer is seated in this atmosphere where everything conduces to set her thinking about decorating her home, she becomes involved in her specific problems of decoration. She ends up by making a choice and then buys the paint. That same customer, without the Center, would come in just to look. She would glance at the color

assortment and then take color chips home with her for future decision . . . which might, of course, result in a sale for another store.

Usually, when she goes so far as to visit a paint store or department, the customer has in her mind's eye a picture of the room she is planning to do over. One item alone, the Select-a-Scheme, once she is seated, focuses her attention on that specific room.

"Now it's possible," says Mr. Blake, "for both manufacturer and dealer to get across the feeling that the customer is being given personal decorating service, answers to her particular problems, color schemes for her room and her room alone."

One of the best paint selling techniques, General Paint has found, is to draw the customer out, to obtain information on the painting job she intends to do. The Home Decorating Center helps to do this in a subtle, low-pressure way by use of the Color Planner and Select-a-Scheme, since both are keyed by paint jobs. To obtain her guidance, the customer must indicate whether she intends to decorate a bathroom, a bedroom, a living room, or some furniture—or if she wants to convince hubby that the outside of the house needs to be painted.

LOOK AGAIN AT LONG BEACH, CALIFORNIA!

250,767 (U. S. CENSUS, 1950)

The May Company
has just opened the
world's largest suburban
department store in the
Lakewood section of
Long Beach ". . . the luckiest,
richest town on earth".*

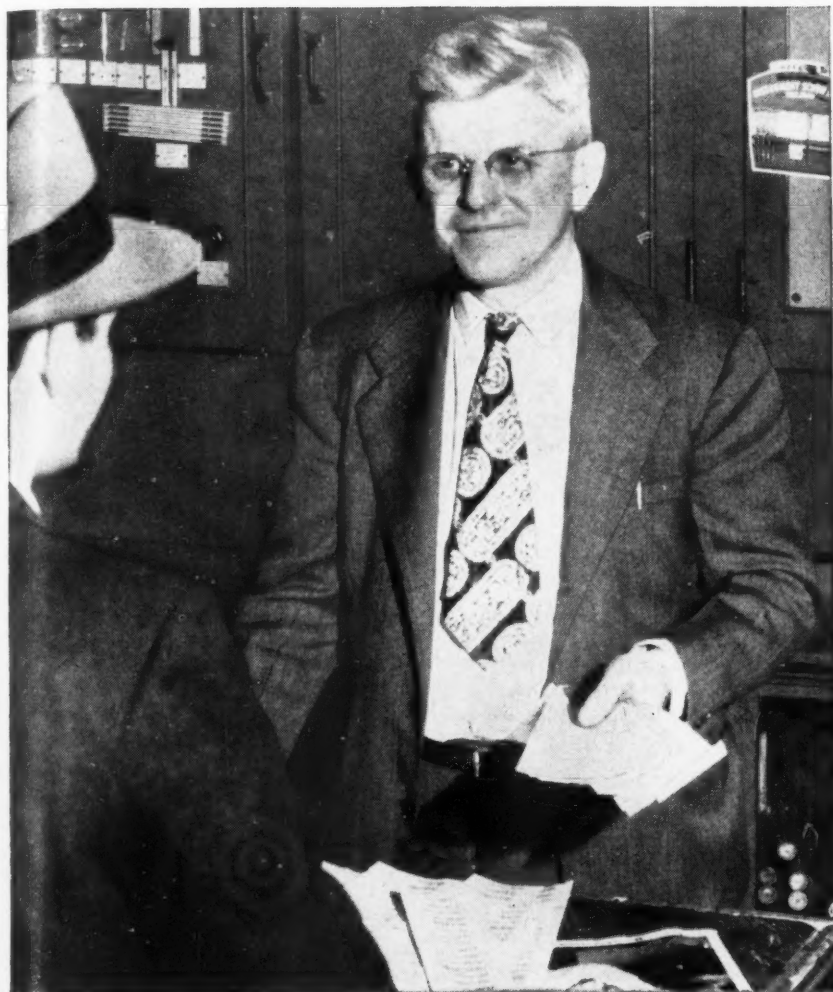
*Saturday Evening Post, Jan. 12, 1952



... where 2 out of 3 read the Press-Telegram

Represented Nationally by Cresmer & Woodward, Inc.

Cheairs Porter says, "Most of Our Best Customers Read Farm and Ranch Southern Agriculturist"



Mr. Porter went on to say, "I have checked over the Maury County subscription list of Farm and Ranch-Southern Agriculturist and I am greatly impressed with the number of our leading farmers who subscribe to your magazine. Over 75% are good customers of ours. These people are among the best farm families in this territory.

"In our trading area there are 12,724 farms of which 9,317 are electrified. These families are the backbone of our business. From the outset in 1907, the farmer has been our best and most consistent customer. In the early stages our billing was every six months. Electrification and crop diversification have changed all that. Now our billing is on a 30-day basis and without the farmer we would be out of business.

"Even during the depression it was the farmer who kept us going. Town families stopped buying, but not the farmers. They had to keep buying to operate their farms . . . without their business we would have closed our doors.

"National advertisers doing business in areas like ours should realize that the farmer is the man to be sold. When over 75% of your subscribers are our customers it stands to reason that we will do more business on products which are advertised in Farm and Ranch-Southern Agriculturist."

Special Notice to Sales Managers, Advertising Managers and Media Directors.

What Mr. Porter has to say about the Southern Farm Market is fully substantiated by the agricultural statistics in the 1950 census. We are preparing a state-by-state digest of these figures as they are released. We will be happy to mail them to you as they come off the press.

Cheairs Porter is the President of the successful hardware firm of Porter Walker Hardware Co., Inc., of Columbia, Tennessee and is also a farmer in this community. Founded in 1907, Porter Walker Hardware Co., Inc., is now the largest hardware firm in the Columbia trading area and depends, to a major degree, upon its 12,000 farm families for a flourishing, prosperous business.

FARM AND RANCH

SOUTHERN AGRICULTURIST

NASHVILLE, TENNESSEE

More Southern Farm Families read Farm and Ranch-Southern Agriculturist than any other publication . . . circulation guarantee—1,290,000.

Just sign the coupon
and mail it to us.

FARM AND RANCH-SOUTHERN AGRICULTURIST, DEPT. SM 4, NASHVILLE, TENN.
Please put me on your mailing list for state-by-state Digest of 1950 agricultural statistics.

NAME _____ TITLE _____
FIRM _____ ADDRESS _____
CITY _____ ZONE _____
STATE _____

This gives the dealer and his staff their opportunity to sell.

The Center has gone a long way to establish the dealer as a decorating authority. "We find," says Mr. Blake, "that paint dealers themselves develop a good decorating sense but they have a hard time training store personnel. Dealers feel that their salespeople lose sales because they haven't developed confidence in talking with today's style-minded home-makers about decorating problems."

The Select-a-Scheme guide is as valuable in developing confidence in store personnel as it is in helping cus-

tomers with their problems. It does this by giving them an authoritative decorating guide which convinces the customer. Its very impersonality is an asset. If by chance the customer is hard to please, if she does not like the book's suggestions, this does not reflect—as personal suggestion might—on the salesperson's or the dealer's judgment, or on the store.

One of the important gains from the Center is that it helps to train store personnel. "Paint dealers find it a problem to get store personnel to do suggestion selling," Mr. Blake points out, "a problem shared by all

retail dealers today. Suggestion selling is vital in paint selling because good service demands that the customer be exposed to everything necessary to do the complete job from products to prepare the surface, finish the surface, to necessary tools and accessories." Folders on the Color Planner highlight to the customer each item needed for each painting job. They remind the salesperson to suggest logical related items.

Thus, the Home Decorating Center increases sales of complete paint jobs. At the same time it cuts the dealer's paint selling time in half. General Paint's tests have proved that once the customer is seated and, perhaps, started on Select-a-Scheme, she prefers to be left alone. The store salesperson can concentrate on other people in the store until the customer at the Center indicates that she needs further service.

Builds Impulse Sales

The result of making it possible for customers to sell themselves while giving them authoritative means is that service in the stores is speeded up. Customers do not stand idly at counters waiting for service. The unit attracts them, answers their questions, and then suggests specific colors and types of paint. Everything is there to help the customer to make, rather than to postpone, her decision and buy the paint *now*.

One surprising thing the Home Decorating Center does is to build impulse sales of paint. Says Mr. Blake: "The unit stands out in the store, suggesting in an attractive way improvements which can be made with paint. In many cases we find people who come into a store to buy other items are attracted to the unit and are thereby influenced to buy paint." It also promotes impulse buying by reminding customers who come in with one (perhaps minor) paint job in mind, of other important improvements to be made with paint.

Says H. L. Jones, president of General Paint in appraisal:

"Management feels that the Home Decorating Center is the most valuable single merchandising tool ever introduced by General Paint, attracting an incomparably better class of dealers and, in general, widening the company's entire sales scope.

"Most important, all current indications are that it will mean not only more sales initially, but increased sales over a continual period of time. We frankly refer to our Center as 'our No. 1 dealer salesman'—and its record to date hasn't let us down."

Metropolitan
PEORIA-
250,000
POPULATION

... A Major MARKET
PEORIA JOURNAL STAR
Daily Coverage **96%**
Ratio-to-Homes **PLUS**

Pulling Power
TESTED-WITH-COUPONS
Every Week for 13 Years

*"Best
TEST MARKET
in the Midwest,"*
... say Agency and
Advertising Executives
in Sales Mgm't Surveys.

Peoria Retailers have used from 32 to 84 coupon ads (5½" each) in the Journal Star every week for 13 years. They say—"Excellent results" . . . "Sold out" . . . "They swamped us". The coupon pages are still growing, which is a splendid testimonial to the pulling power of these newspapers.

Peoria is as far from Chicago
or St. Louis as Baltimore is
from New York City.

ILLINOIS

PEORIA

Journal Star

The Nation's Bright Spot

Covers All Peoria area

Ward-Griffith Co., Inc. National Representatives

Now
100,000
Daily
CIRCULATION

more
other major
combined!

Quick
+238,602

Look
+56,648

Time
+65,080



Based on Publishers' Statements to A.B.C. for June 30 and December 31, 1950 and 1951



SALES MANAGERS:

Through Quick's unique merchandising program, you have a dramatic new way to sell your dealers, salesmen, distributors and jobbers on your product as well as your national advertising. Write for full facts.

Gardner Cowles, Editor

Sloppy Inquiry Follow-up Hikes Cost of Advertising

The interested customer who answers a magazine advertisement seldom gets 1. A prompt answer. 2. An intelligent answer. 3. An effective second or third follow-up. Tension Envelope's test reveals how often and how badly this phase of selling is bungled. How do you rate yourself?

What happened in the way of follow-up, to get the sale, in the case of answers to 368 magazine advertisements, is told in a report of the Tension Envelope Corp., Kansas City. Working on the theory that somewhere between advertising and sales there is a "twilight zone" of neglect, the Tension company decided to investigate. The job was turned over to R. J. Potts-Calkins & Holden, Inc., advertising agency.

Three publications were selected, each reaching a separate field. These were: in the consumer field, *Better Homes and Gardens*; in the farm field, *Country Gentleman*; in the business paper field, *American Builder*. Each advertisement in each publication in which an offer of more information was made, was answered. If the advertisement carried a coupon, the coupon was clipped and filled out. If money was requested the researchers sent money. All advertisements were answered in the same mail. Then came the waiting period.

Ninety days after inquiries were mailed, careful records being kept in the meantime, all replies being keyed by magazine, a study was made to determine the results. Replies were weighed and analyzed to arrive at judgment of values, techniques and performance. Some of the results were surprising.

Here, according to E. Bertram Berkowitz, president of the Tension Envelope Corp., are some of the findings:

Mail Order Firms: In replying to inquiries, more than half of the companies that asked for an order by return mail failed to enclose both an order blank and a return envelope. Fewer than two-thirds enclosed a complete order blank stating prices, terms, shipping information and all necessary data. More than one out of

three either eliminated the order blank or enclosed an incomplete form. Approximately one out of five didn't even bother to enclose an order blank of any kind. However, on the other hand, 16.1% used illustrated order blanks for more effective selling.

Nearly two out of three mail order firms enclosed a return envelope or card, envelopes outnumbering cards about 20 to 1. Approximately one out of six return enclosures were order blanks which folded to become a return envelope. In most cases the company was willing to pay the postage to get the order, using the printed "collect" type of envelope.

Non-Mail Order Firms: More than 50% of the companies neglected to tell how or where to buy their products. The majority of the others, those who listed or referred to local dealers, either failed to notify the dealers, or the dealers were asleep, because nothing more happened. Only one in six local dealers named by the manufacturers bothered to follow

through with a letter, a telephone call or a personal visit.

Apparently, a few firms that did not enclose a dealer list, trusted to local dealers to follow up because 9% of the dealers appeared in the picture in some way seeking the sale. Fifty-five and three-tenths percent of the business publication advertisers replied, giving names of firms the prospect could look to to get the product, but 85.7% of them were never heard from.

"What about the enclosures?" Nearly all responses included one or more, only 3.2% of all firms failing to put in some sort of literature in their mailing. The number of enclosures varied from a single piece to as many as 47 separate items. For a breakdown of follow-ups see table below.

The largest number of follow-ups received from any one firm during the test interval was six. Forty-seven and one-tenth percent followed up one or more times.

The median elapsed time between follow-ups worked out this way:

	Non-Mail Order	Mail Order
Original mailing to		
first follow-up	5 days	29 days
First follow-up to		
second follow-up	5 days	21 days
Second follow-up to		
third follow-up	2 days	9 days
Third follow-up to		
fourth follow-up	7 days	11 days
Fourth follow-up to		
fifth follow-up	—	29 days
Fifth follow-up to		
sixth follow-up	—	14 days

(Continued on page 104)

This Happens When You Write . . .

	Consumer	Farm	Business
No follow-up, non-mail order	85.7%	80.0%	83.8%
No follow-up, mail order	58.1	48.6	None
One follow-up, non-mail order	14.3	16.5	12.8
One follow-up, mail order	22.6	16.5	None
Two follow-ups, non-mail order	None	None	1.7
Two follow-ups, mail order	9.7	10.8	None
Three follow-ups, non-mail order	None	3.5	.9
Three follow-ups, mail order	3.2	5.4	None
Four or more, non-mail order	None	None	1.9
Four or more, mail order	6.4	2.7	None

Men Who Influence Sales

Salesmen are not clairvoyant. They can't always tell just when a prospect is in the market for equipment or services. Nor can they be in more than one place at a time.

Your advertising in Business Magazines is your introduction to, and continuous contact with, the men who influence sales. It's your assistant "salesman" . . . keeping your product story before thousands of prospects at the same time . . . at a cost which can be counted in pennies per call.

In other words, Business Paper Advertising is to selling what good machines are to production. It multiplies individual effort.

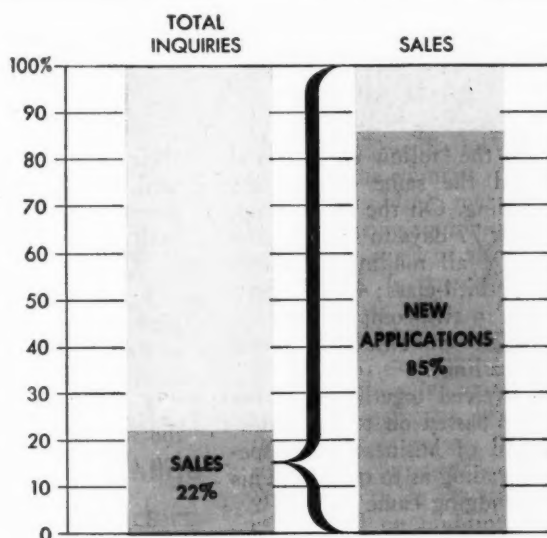
That's why we call it "Mechanized Selling."

It applies the high speed, low, cost tool of advertising to the preliminary steps of ferreting out, contacting and conditioning prospects. Thus your salesmen can concentrate their skill on the important job of getting the order.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film "Mechanized Selling . . . Blueprint for Profits" which is available for showing at sales meetings.

HOW "MECHANIZED SELLING" DEVELOPED NEW PRODUCT USERS AND SALES

A manufacturer developed a new product with wide potential in the entire electrical field. To save sales time he took space in five business publications and ran advertisements featuring case history and application data. Result: A steady increase in volume—22% of all inquiries converted to sales—85% of sales from advertising introduced new applications.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION



Revolution at Checkout: A Head o' Lettuce and a Stocking Stick

Now, along with groceries, milady can shop for 60-gauge nylon Donna Lynn hosiery, manufactured by Burlington Mills. Near the checkout counter in 2,000 mid-west grocery stores stands this display holding 12 dozen "Stocking Sticks," crystal-clear plastic tubes containing stockings in popular shades and sizes. Tubes are 22 inches long.

R. F. Nylen & Associates, Chicago, who pre-tested the hosiery merchandising innovation, is convinced the idea will catch on. "We know," reports the firm, "that hosiery is as essential to women as bread and butter, and if a woman can pick up her stocking requirements while she's shopping for food, it saves her from going a number of blocks to a specialty store with an arm-load of groceries."

The display is a part of a complete, packaged hosiery merchandising program designed for grocers and distributors and originated by Nylen.

The program involves merchandising aids, display racks, advertising materials and a merchandising director. Meeting with "wagon jobbers" or wholesalers, the merchandise director assists in sales meetings, trains supervisors, calls on super markets and local chains in the distributor's market area and stages distribution contests for the jobber or wholesaler salesmen in the market.

Is it another evidence that grocery stores, by turning to non-food items, are more and more becoming one-stop shopping centers?

Some of the follow-up material was received the same day of the original mailing. On the other hand, one firm took 77 days to send its first follow-up. Of all mailings received, 50.6% were third-class; 45.2%, first-class; 4.2%, in two-compartment envelopes which combine first- and third-class mailings.

Letters received together with literature were passed on to a committee comprised of business letter specialists for grading as to quality. This is how the judging came out:

Rating	Non-Mail Order	Mail Order
Excellent	None	7.1%
Good	9.8%	38.1
Fair	40.5	26.2
Poor	49.1	28.6
Antagonistic	.06	None

After returns were studied the researchers arrived at and reported

their views and findings. Summarized, they brought out the following points (in greater detail in the original report):

1. Planning: Agency-advertiser planning should include the problem of handling inquiries and follow-ups.

2. Promptness: Half the firms took too long to answer, some even ignoring the inquiry completely.

3. Letters: There is a glaring need for good letters, written with dignity, on attractive letterheads.

4. To Make Ordering Easier: Firms not now enclosing both an order blank and a return envelope should make a test with them.

5. Follow-Up: Many drop the prospect too soon. A second mailing is less expensive than finding a new prospect.

6. The Mailing: Most firms could

well turn a critical eye on their mailing material to make sure they are supplying everything prospects need to turn them into customers.

But here is the big hole in the bucket:

Nine and a half percent of the advertisers in consumer magazines failed to acknowledge the inquiry; 10.9% of the coupon advertisers failed to answer; 4% of the farm paper advertisers failed to respond; 5.7% of the business publication advertisers failed to respond.

In spite of the fact that a letter, replying to an inquiry, is always considered not only courteous but a needed tool in closing the sale, more than one-third of the replies were without a letter enclosed.

Of those replying, in the non-mail order group, not one letter was classed as excellent, while 49.1% were classed as poor or antagonistic. Mail order company letters, as might be expected, were rated higher. Seven and one-tenth percent were voted excellent; 28.6% poor, and none antagonistic.



LIKE THE MULE who said of the zebra, "There ain't no such animal," many a builder who first heard about the Van-Packer chimney hooted at the idea as being eccentric. But good selling changed all that. Above: A ranch house installation.



THE ARMY BOUGHT IT: Use of Van-Packer chimneys on Army installations like this one at Fort Monmouth has served as a "testimonial" to product practicability.

"Hung" Chimney Smashes Tradition in Building Field

They call it the first radically new idea in chimney construction in hundreds of years. That means the first and biggest job for the makers was to break down inertia, change rutted thinking habits among architects and builders.

Based on an interview with K. W. MAYER
Vice-President in Charge of Sales, Van-Packer Corp.

Van-Packer chimneys, factory built in sections and sold complete in packaged units, were offered to the public for the first time in 1947. Little happened during the first two years. Here was something new and no one

had any experience in merchandising it. Ever since the world's first chimney was built, presumably somewhere back in the Middle Ages, all other chimneys had followed the same common pattern. The materials used

generally were stone, brick or concrete blocks, depending on what was available locally.

Now, at long last, here comes the Van-Packer Corp., Chicago, with a radically new idea. It is a "hung" chimney. By that is meant that it is suspended from above, its weight resting on the structural part of the building. No one had ever imagined just such a chimney before and so, a sales problem. Rather, there were two principal problems:

1. How to get quick and general acceptance.

2. How to sell it.

"We now have approximately 165,000 Van-Packer chimneys in use coast-to-coast and from Alaska to Florida," says Ken Mayer, vice-president in charge of sales. "Three years ago we were just beginning to assemble our sales organization. Considering that we are pioneering a brand new product, I believe we have made rapid strides. We lost considerable time in the beginning by trying to sell through manufacturers' agents. Circumstances and the product were against that. There was far too much pioneering to do, too much selling at the consumer level."

Getting Initial Distribution

In three years the sales organization, starting with two men, has grown to two divisional sales managers and 10 district sales managers, and from five jobbers to 107 well-rated and well-established jobbers spanning the country. These are jobbers of building material and jobbers of heating equipment. They carry warehouse stock at all times and buy in carload or truckload quantities. The jobber resells the chimney through his dealer organization and, sometimes, directly to the builder.

Divisional sales managers and district sales managers work closely with the jobber salesman, helping him to sell more chimneys. They also call on architects, to get the chimney specified, and on building inspectors to secure approval.

Starting out with limited capital, the Van-Packer Corp. could not attempt in the beginning to cover the nation. A company salesman was hired and sent into a territory only after sufficient jobbers had been established to put that sales area on a sustaining basis. This gave the salesman what the Army calls a bridgehead. With his feet solidly on the ground the salesman would then go ahead to ferret out and appoint new jobbers as well as work with the established

jobbers. After that, by expanding in accordance with their ability to produce and finance the organization, the sales organization grew to a nation-wide scope, area by area.

Finding a Van-Packer salesman is another job. The best type of salesman found to date, according to Mr. Mayer, is a youngish man, at least one not too old, who has proved his ability as a salesman but has not yet found his niche. This man often has been selling soft drinks, cigarettes, groceries or meats. The trouble is that selling an established item does not offer him enough of a challenge. He wants battle, adventure and not humdrum living. He is a fellow who is happier when solving a problem. Sales and marketing problems were something that Van-Packer had.

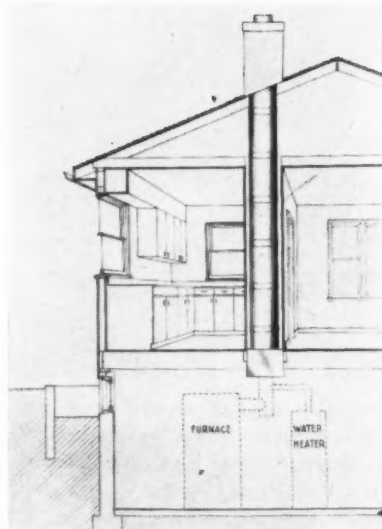
Get a man of this type and he will go out and vigorously and enthusiastically contact architects and builders. He even enjoys getting out on the job and showing the builder how to erect this new idea of a chimney. And he will find fun in tussling with building inspectors and appearing before code committees. Code committee approval is often the wedge for big selling when the target is the larger city and the building organization. The usual word for the green light is "acceptance."

The Next Big Sales Job

Such salesmen, Mr. Mayer believes, often have higher sales ability than the salesman selling an established product. Summed up and crowded into a nutshell, they have what is called "go and guts." How well these men have done their job can be judged by the fact that Van-Packer has grown in production from six chimneys a day to their present 300 complete chimneys a day.

From now on the deal is expected to be a bit different; most of the plowing is done. Acceptance is fairly general and architects recognize Van-Packer's advantages. The organizational job, insofar as the Van-Packer sales job is concerned, is pretty well patterned. Now the task is to enlarge upon this pattern until Van-Packer is a generic term. As R. F. Van Alstyne, president, says, "The job is to keep between the fences."

There may be other single deals, like the time when 2,500 chimneys were sold for one project in Forest Park, Ill., after showing the builders that from 15 to 20 man-hours can be saved each time a Van-Packer is used instead of an old up-from-the-ground chimney. The salesman on that job makes his attack with a single



CROSS SECTION DRAWING shows floor support type of Van-Packer installation. A major selling point is saving achieved by shorter installation time.

sentence: "Figure the extra profit you will make."

Now that the acceptance of architects, building inspectors and project builders is no longer a major problem, the Van-Packer Corp. is reaching out to smaller builders and to lumber dealers in the small towns.

The lumber dealer understands the value of a packaged item. To him the sale of a package means a clean deal with no leftover tag ends to lose money. Each length of Van-Packer chimney, one- and two-foot lengths, comes in its own safety container. It is the same idea that took crackers out of the barrel and put them in boxes: "No losses through damage; no waste, no spoilage."

Van-Packer manufactures chimneys in sections, under controlled factory conditions. Each section comes in one- and two-foot lengths. These sections are added together to make a chimney of any height. Everything needed to install the chimney comes in a package. This includes the support, the roof flashing, the roof housing, the rain cap. Even the cement to join the sections together is mixed.

The sections, cylindrical in form, are lined with fireclay tile liner. The wall of the sections is made of cement and vermiculite. Vermiculite is expanded mica. The cement is a special acid-proof furnace cement. A can of the cement is packed in each section package. It is just enough to cement that section to the next one.

Up to now the target for most all of the sales effort has been the jobber, dealer and builder. Ninety-five percent of all advertising has been pretty much confined to business papers. Di-

rect mail and personal contact also have been aimed at these.

There was a time in the beginning, during part of 1947 and 1948, when many chimneys were sold by mail. Small advertisements were placed in consumer media and chimneys were shipped one at a time to farmers and home owners in Maine, Minnesota, Montana, and other states. The small advertisement merely stated: "Need a Chimney?" The letters poured in. People needed chimneys, they had chimney problems, and here at long last was the answer to some of them. Three-hundred chimneys were sold to individuals in 1947 by mail alone.

The Van-Packer Corp. has not been a big rich organization with a million dollars to spend on advertising and promotion. Very carefully financed, the plan has been to grow step-by-step and in keeping with ability to pay. Within a year or two, now that manufacturing facilities have been tripled, it may likely develop into a major advertising account. Now approximately 5% of sales are allotted for advertising.

Advertising to Expand

The Van-Packer Corp. is just now getting into consumer advertising with the idea of again developing a pattern so that it can go into advertising with a planned program for next year. The planned advertising program for 1952 still calls for building a jobber organization to the point where almost any consumer can find a local supply. For example, in its consumer program Van-Packer tried space in *Successful Farming* to tell the farmer that here is a chimney he can install himself. Within a few days after publication 109 inquiries had been received. All inquiries were referred to local dealers for follow-ups. The sales department has just developed a three-card, folded mailing piece that immediately gets the inquiry into the hands of the jobber, the dealer, and the jobber salesman.

One of the hardest nuts the Van-Packer chimney salesman has been called on to crack, according to Mr. Mayer, is inertia. For 750 years no one had ever taken time to improve a chimney. So why do anything about it? The old type chimney worked all right; it functioned satisfactorily. Why try to improve it?

Building a chimney required no vast skill. You simply laid one stone, or one brick, on another, around a hole, until you got high enough. Then you stopped. The cost? So what! One of those things you couldn't run out on. The inertia was due to noth-

Why put lace

on tennis pants?

All tennis players wear pants . . . and what's
the difference if you add a bit of lace?

Just this—a promotion idea that
is *truly great* . . . produces sensational results.

Likewise . . . practically every advertiser uses *advertising*
at the point of sale . . . but of the many displays that go to market,
only occasional ones are endowed with *great* selling ideas . . . ideas
that win a product top attention at the retail outlet.

When it comes to creating *advertising at the point of sale*, our
nationwide organization has produced far more than its share
of sensational selling ideas. Perhaps it's because we
specialize in *advertising at the point of sale* . . .

and are content with nothing but the best.

Let us show how we can put that extra trimming of
real sales punch in your *advertising at the point of sale*.



WRITE NOW for idea kit of point-of-sale ideas that
click! Chicago Show Printing Co., 2660 N. Kildare, Chicago 39;
400 Madison Ave., New York 17.

- Lithographed displays for indoor and outdoor use
- Cardboard Displays • Cloth and Kanvel Fiber Banners and Pennants • Mystik® Self-Stik Labels
- Animated Displays • Mystik® Self-Stik Displays • Econo Truck Signs
- Stanzall Outdoor Signs • Mystik® Can and Bottle Holders • Booklets and Folders

Advertising at the POINT-OF-SALE

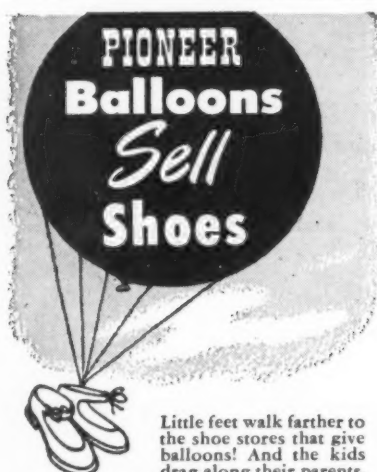


LETTERS THAT SELL

Tangibles and Intangibles

C. D. Maddy
505 Fifth Avenue
New York 17, N. Y.
(Murray Hill 2-3757)

"Clever letters" are those which you show to others, but which fail to get your remittances for the item the letters hoped to sell.



Little feet walk farther to the shoe stores that give balloons! And the kids drag along their parents, America's original "Captive Audience." In any promotion don't forget that there's money in Sonny — and Susie, too! Your sales message on PIONEER Qualatex "Floating Billboards" not only advertises but sells your product.

PIONEER balloons as package inserts, tie-ons or self-liquidators pep up sales of any product! Printed in non-fading, crackless pigments, gorgeous colors. Our Ad Service Department gives you ideas, samples, imprint information. Write to The PIONEER Rubber Company, 179 Tiffin Road, Willard, Ohio.



ing more than lack of thinking. Most of us don't like to think anyway.

Again, you don't build a chimney every day. Show a man how he can cut his meat bill, or the price of his milk or eggs and he is interested. He thinks a lot about such costs. Stop a man on the street and say to him: "I can show you how to build a better chimney at half your usual cost."

Try it and note his reaction. The chances are he will consider you a candidate for a butterfly net. It's like getting on a bus with a sprig of celery over your ear. Van-Packer selling must be keyed to the market.

As the packaged chimney has developed the jobbers have become chimney specialists. Some sell only to dealers; some sell only to lumber dealers; some sell only to heating contractors. There are some who sell to builders in their cities and to dealers outside of cities. Today, the stocking jobbers buy in truck or carloads.

The Best Salesmen

"Our best final salesman, the man who sells to the ultimate user," says Mr. Mayer, "is, of course, the local jobber or dealer salesman who is known in his community. We show him that the Van-Packer is a quality product, that it is a fire safe chimney, and will do the job better. We prove to him that the chimney is accepted generally everywhere by all men and organizations whose job is to insure safety against fire. We prove further, that no fire has ever been known to develop from a Van-Packer.

"When he, the local, trusted neighbor tells that story to his friends in his home neighborhood, he becomes a better salesman for us than we could possibly train and send in. It is because of this that we have had to employ and train our own sales force. It is their job to help the jobber or dealer salesman, the man who meets the final user."

One more factor that automatically helps the Van-Packer Corp. is that in almost every village and hamlet in the nation is the returning G.I. The Army has accepted and used the Van-Packer chimney in its barracks and camp buildings across the country. Returning soldiers are familiar with the chimney. If the home folks are planning a building job, the G.I. is likely to say: "There's a new kind of chimney job, Dad. The Army uses it. Better look into it."

Ask any Van-Packer salesman how his chimney stacks up with the old brick chimney and he'll crack down with the statement that here is something better, safer, less expensive. His

sales talk will sound like this:

"The reason this is the best chimney you can erect today is because it is the safest, because of the three-inch insulating wall. This keeps the heat in the chimney and keeps the flue gases hot all the way to the top. That results in a quicker starting draft and a better draft. The insulating wall is so safe that it is approved for installation right next to wood at the floor, ceiling and roof of a home. It is necessary to keep a brick chimney two inches away from wood.

"What's more, it is thoroughly approved for all fuels—gas, oil, coal or wood—and although it comes in one size only, this one size will handle the heating unit for any one- or two-story house. It saves money too and here's how . . ."

Five-Point Sales Story

In current literature and advertising the Van-Packer Corp. comes up with a five-point argument to prove that it is America's "No. 1 Packaged Chimney." In this five distinct elements are approached. The point of the argument, as always, is Van-Packer is "More profit to you."

The Van-Packer chimney is first, it says, with these:

Dealers: Because it is a fast-moving profit item. Easy to handle.

Jobbers: It is nationally advertised and pre-sold direct to prospects through leading business publications.

Builders: Installation time is cut to a fraction. It eliminates job delays and saves time and money.

Heating Contractors: They now install the complete heating job from furnace to flue and make more money.

Home Owners: Safeguards home and family. It gives better draft, and will last as long as the home it serves.

And then here is a little booklet, among other Van-Packer literature, titled "Man, Fire and the Saber Tooth Tiger." Do you happen to know that the world had fire for 150,000 years or more before it had chimneys? That in 700 A.D. the people of southern Europe began to build fires in the middle of their rooms, letting the smoke escape through holes in the ceiling? That the first chimney did not appear until the Norman Conquest about 1200 A.D.?

So now, the factory-built packaged chimney—and who's one of its users?

Answer: the atomic commission. There for sure is an outfit that keeps up-to-date.

Three factories are making it. They are at Buda, and Carbon Cliffs, Ill., and Montreal, Can. The average Van-Packer chimney costs \$67 list.



Crop of concrete...

The future farmer may grow building blocks, sidewalks, or slabs in the field! Michigan State College has discovered that 3 parts of corncobs, 1 part cement, 2 parts sand, and a little hydrated lime makes swell concrete. Corncob concrete blocks insulate better, weigh less, take nails easily, can be painted, stand up well in weather, have many uses for farm and storage buildings...as reported recently in SUCCESSFUL FARMING.

SUCCESSFUL FARMING links the agricultural research and practical application... is the source book, guide, and manual for the businessman farmer... and of equal interest and importance to the farm homemaker, furnishing ideas and inspiration for better farm living.



Farming is a business which constantly develops new methods, techniques, and products, fresh species, better ways of increasing production and profits... growing larger cash crops, pigs and poultry, more efficiently at lower cost. No other industry is changing so fast!

Agriculture's phenomenal progress has paced a rapid rise in farm living... which today equals or exceeds the best suburban standards. Building new homes, remodelling, adding rumpus rooms and nurseries, period furniture, decorations and designs... the best farm homemakers are the best class market in the US!

Prime prospects for national advertisers are the SUCCESSFUL FARMING audience of 1,200,000 families... nearly a million concentrated in the fifteen agricultural Heart states, on the nation's best farms... with the best soil, brains, and techniques, largest property investment, highest yields and incomes. The average SF subscriber's earnings are more than 50% above the US farm average:

Mostly missed by general media, lightly touched by television, the market is penetrated deeply only by SUCCESSFUL FARMING, with high family readership, wide influence based on nearly a half century of service. To balance national advertising effort, get maximum sales, you need this market and medium! For full facts, call the nearest SF office.

MEREDITH PUBLISHING COMPANY, Des Moines, ...New York, Chicago, Cleveland, Detroit, Atlanta, Los Angeles, San Francisco.



1—The Reporting Team

Joe Martin is a News reporter who has been places and done things . . . such as bringing little Ann Chisari to New York from China . . . and asking Public Officials quite embarrassing questions, such as . . .

What is being done to collect the 38,000 delinquent Federal Income Tax claims in the Third (largest Internal Revenue) District, i.e. Manhattan north of 34th Street?

The PO in this instance was Monroe Dowling, then the Internal Revenue Collector of the Third District.

Martin wasn't wildly happy over this Dec. 14 assignment, because (a) The News had carried a somewhat critical editorial about the Collector on Dec. 12; and (b) he didn't like taxes.

Anyway, he phoned Mr. Dowling who thought it was a gag, but gave him an appointment anyway.

MARTIN's teammate on tax stories is Jim Desmond, rewrite man. Joe does the leg work, digs deep, ferrets facts. Jim takes the data, puts music to the words. Desmond did the outstanding job in New York City on the Kefauver hearings, has a long string of exciting byline stories to his credit. Martin and Desmond talked over the angles on the new assignment.



2—The Collector

On Monday, Dec. 17, Martin met Mr. Monroe Dowling. The Collector was cooperative, told all his department heads to show Martin everything.

For five days Joe asked questions, looked at records, talked with Bureau employees; decided that the District's record of delinquents was no worse than some stores' experience with slow payers, and picked up interesting yarns.

One day, walking around the fifth floor, Martin noticed that the filing cabinets were not standard, but small, card size. Mr. Dowling explained that the cards were records of undelivered refunds, due the taxpayers who had changed addresses.

Martin did some random checking, estimated average undelivered refunds at about \$38. Many ran over \$100. He offered to trace some of the people due refunds, thought a \$100 check would surprise the recipient and maybe make a good human interest story. Collector Dowling was agreeable.



How to and



3—The Commissioner

On the night of Jan. 3, as Martin tried to figure out where he might find some refund-due taxpayers, the Big Idea burgeoned . . . *Why ferret out a few people, when publishing lots of names of lots of people would make a lot of people happy?*

Next day he told the Idea to Jim Desmond, who suggested publishing only the names with \$100 or more refunds due them. The two of them sold Dick Clarke and Bob Shand, News editors, and were assigned to find out if the proposal was practicable—and perfectly Legal.

Martin knew nobody in the IRB in Washington, and phoned Harry Schneider, Public Relations Officer . . . about an idea which might save the Bureau an estimated 500,000 man hours in a year. Interested? . . . Heck yes, said Mr. Schneider, and arranged an appointment with John B. Dunlap, Commissioner of Internal Revenue.

On Jan. 7, Martin and Desmond took a plane to Washington, met the Commissioner, and spilled their Idea.

Mr. Dunlap was enthusiastic, and cancelled all his appointments, left the building to scout up John W. Snyder, Secretary of the Treasury.



influence the IRB get back money!



4—The Secretary

The Secretary was at a reception for Prime Minister Churchill, striped pants and everything. Commissioner Dunlap crashed the party, and briefly bent Mr. Snyder's ear.

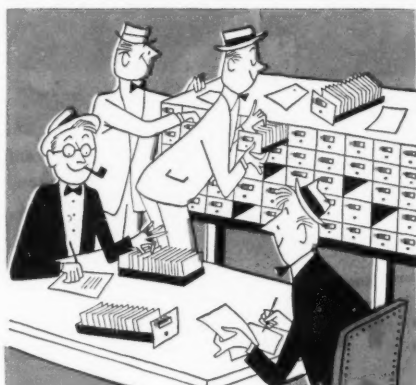
Whereupon the Secretary left the Prime flat, and hastened to a huddle with the Treasury Department lawyers. The legal beagles buzzed the lawbooks, but brought up no statute that in spirit or letter restricted the publication of refunds to taxpayers. Two hours later, Martin had Mr. Snyder's okay, strictly legal. Even better, he had the promise of both the Commissioner and the Secretary not to leak the story.

Martin and Desmond phoned Harry Nichols, city editor, who lined up staff.

At 9:30 am on Jan. 8, Martin with two reporters and three copy-boys, started copying names in the Third District office. Three more News men arrived later. Nobody left, meals were brought in. By 2:30 next morning, all refunds of more than \$100 were listed—5,276 names.

Outside the thin partition, the News lists heard reporters on other papers asking if the office had any hot stories today . . . Just like in the movies.

Teaser ads Saturday, Jan. 12 told New Yorkers they had \$5,000,000 due—see the Sunday News tomorrow.



5—The Story

Publication of the lists started in the Jan. 13 Sunday News. The sensational story continued for nine days. And New Yorkers began to believe in Santa!

The News list included scores of big names, thousands of nobodies!

Within a month, 3,378 taxpayers in the Third District—65% of the names listed in The News—had secured their refunds totaling \$431,141!

THE NEWS tipped off its sister papers, the Chicago Tribune and Washington Times-Herald, in time to publish the local refund lists on Jan. 13. In all, 492 papers followed the News beat. A month later, 46,620 taxpayers had their \$2,000,168 refunds from Uncle Sugar.

And bouquets for an "outstanding public service" came from Secretary Snyder, Commissioner Dunlap, both Senators Taft (R) and Lehman (D)... Representative Martin (R), House Ways and Means Committee Chairman Doughton (D), and King (D), Chairman House Committee on tax scandals, who praised this paper for "true public service in the highest tradition of the American press."... My, my! Imagine important Democrats saying such nice things of The News!



6—The Payoff

Finding money for the taxpayers is something new for The News . . . but finding money for advertisers isn't.

The News can find customers for anything simply because it has so many customers of its own. Finding people with money who want things isn't hard when you have more than 2,125,000 circulation daily, and over 4,100,000 on Sunday . . . as so many advertisers have found out!

When so many people prefer a paper, buy it every morning, without benefit of carrier boy, subscription contract or cuckoo clock premiums . . . and read it regularly, habitually . . . how can an advertiser miss? In the world's biggest best metropolitan market?

If you have anything worthwhile to say or sell, you can find more audience or market, more easily, in this medium than in any other in the whole world. And at a lower cost! . . . Find out more about what The News can find for you!

New York News

220 East 42nd Street, New York 17
More than twice the circulation—daily and Sunday—of any other newspaper in America!



LAMPOONING THE BOSSES: On turnabout day, C&S sales managers took over the big sales meeting. Cuban Juan Palli (seated) plays role of sales manager who inherits controlling interest in company. No holds were barred in the script and . . .



THE REAL BOSSES . . . whoop it up when they see field men take over executive chairs, turn company upside down. It was a reverse-twist conference when C&S President Stewart (left) and G. W. Davidson, district s.m., let staffers take the reins.

Brass Shuts Up; Field Men Run C & S Sales Conference

Object: \$16,000,000 in sales in 1952. Chicago & Southern Air Lines abandon long-winded orations by management, ask salesmen to present policies and plans for quota-busting. **Verdict:** "Most effective sales meeting we ever had."

BY WANDA CHRIS STONE

There comes a time in the history of every business when top management should take a back seat, a time when the brass should be seen and not heard.

This time recently came to Chicago and Southern Air Lines, Inc., Memphis, and became the motivating idea behind the most successful sales conference the company has ever held.

The time-worn theory that a sales conference should be planned, directed and participated in by management was thrown to the four winds by the sales department of C&S this year. John J. Shad, general sales manager, assigned the speakers' table to the men from the field.

Here's what they did with it: In a streamlined one-day sales conference that covered a varied agenda of topics, they answered just about

every question in the mind of every person, with one exception: "Will the company provide Christmas cards this year?"

Here's how they did it: With General Sales Manager Shad as advisor, the C&S system was divided into two regions: The northern covered Memphis north to Chicago and Detroit; the southern embraced cities south of Memphis to Houston and New Orleans and the international division—Havana, Cuba, Kingston, Jamaica, Caracas, Venezuela.

Shad appointed D. J. Langland, district sales manager in Chicago, chairman of the northern region and E. J. Bissell, district sales manager in Houston, chairman of the southern.

Langland and Bissell met with Shad and made up an agenda. Topics to be discussed were assigned by

Langland and Bissell to city and district sales managers in their regions. Each man selected to present a topic at the conference was requested to contact each sales manager in his region before preparing the assignment. When he presented it at the conference he represented the thinking of every man in the region. For some of the men, it was the first time they had ever been given an opportunity to speak at a sales conference . . . and they were terrific!

Original plans had called for separate meetings, one in Chicago and one in Houston, but in the final planning Bissell, Langland and Shad decided to try for one session, one day. They selected Houston as the most convenient spot and, with the company's Constellations, all the men could travel to and from the conference in a few hours.

The meeting was opened at 8:00 A.M. by General Sales Manager Shad. Briefly outlining objectives for the year, he was followed by G. J. Keller, director of sales promotion and cargo, who told the group about outstanding promotions now in the planning stages which will complement their sales efforts. G. E. Sheld, director, and H. J. Kowe, assistant director of agency and interline sales, outlined plans being developed by

For the 3rd Straight Year! THE MIAMI HERALD FIRST IN FOOD ADVERTISING

MEDIA RECORDS

LEADING NEWSPAPERS IN FOOD ADVERTISING FOR YEAR 1951
(Retail Grocers - Groceries of Department Stores -
General Groceries)

1. Miami Herald (M & S)	3,839,821
2. Chicago Daily News (E)	3,777,658
3. Houston Chronicle (E & S)	3,602,445
4. Portland Journal (E & S)	3,381,025
5. Milwaukee Journal (E & S)	3,298,552
6. Minneapolis Star & Tribune (E & S)	3,259,698

Total Lineage 38,081,593

—a gain of 1,831,895 lines in 1951

Figures like these underscore the spectacular growth of Florida's fabulous Gold Coast, and The Miami Herald's comprehensive coverage of this year 'round, billion dollar market. See your SB&F man for all the facts.



JOHN S. KNIGHT, Publisher
STORY BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
Affiliated Stations — WQAM, WQAM-FM

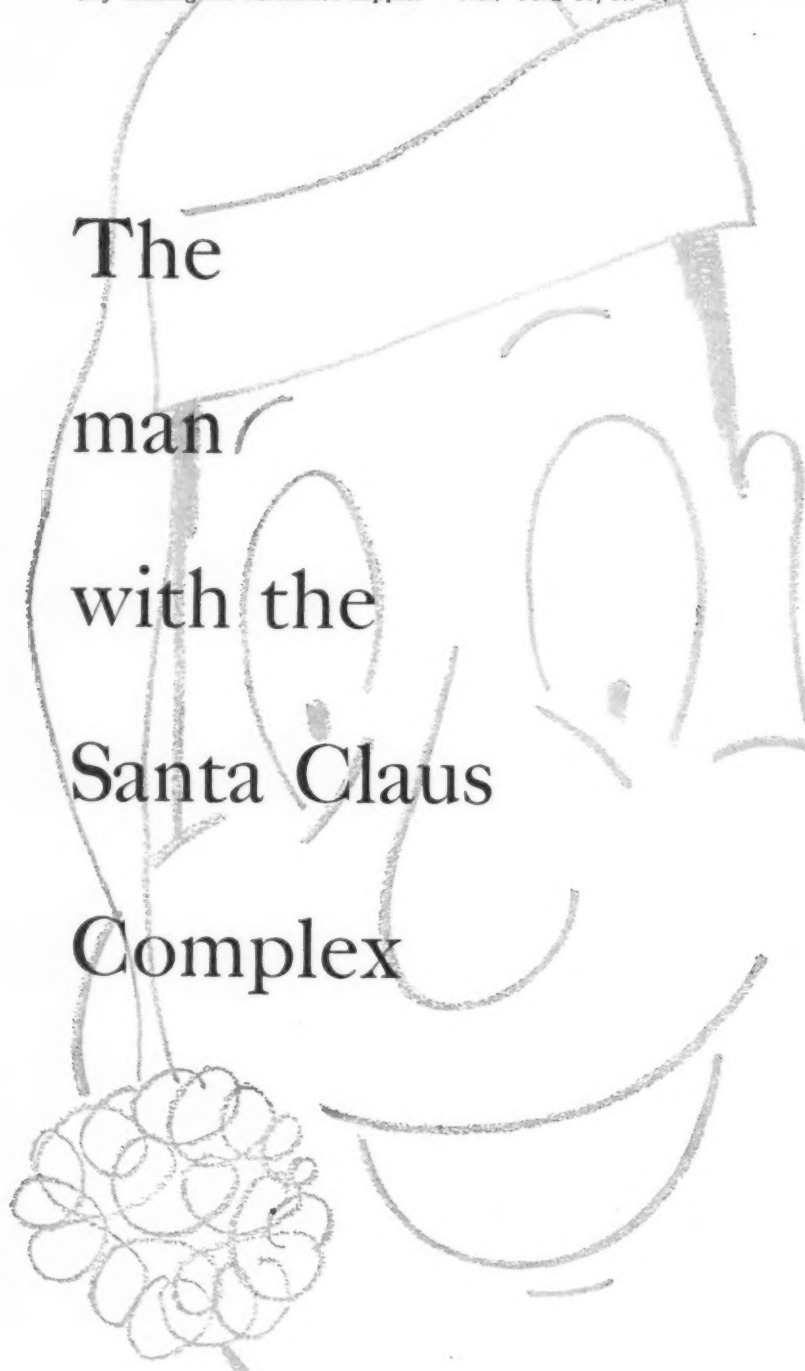
MIAMI -- An International Market

Chances are this gentleman never jockeyed six reindeer, nor slipped through the sky in a sleigh.

Know who he is? He's that fellow down the street, your friend, the local banker. Santa Complex, you ask? Yes, sir. He's the man who spends his time busily helping others — getting the farmer new equipment, feathering a nest for young marrieds, modernizing a store for the grocer, building a plant for the industrialist—yes, continually making his customers happier

and his community a finer place in which to dwell.

He's a man of influence, is the banker, a man whose knowledge is available to all. But, to inform his customers of products and services that can be useful to them... *your products or services, too...* he must be well informed himself. That's why bankers study carefully the editorial and advertising pages of their own magazine, *BANKING, Journal of the American Bankers Association*, 12 East 36th Street, New York 16, N. Y.



The man with the Santa Claus Complex

their department. This took one hour.

The next 15 minutes were shared by T. M. Miller, vice-president of traffic and sales, and George E. Bounds, director of public relations, who gave the sales managers a good picture of the next four months' advertising campaign. The company's advertising agency, Laughlin-Wilson-Baxter & Persons, Houston, had provided advance proofs of all advertisements to appear in newspapers and other media. In addition to providing an attractive backdrop for the speakers, this display was invaluable in giving the sales managers ideas for timely tie-ins—with the result of more effective sales efforts.

J. W. Meyer, general traffic manager, covered his department's varied activities in another 15 minutes.

During a 15-minute intermission, sales managers scratched items from their notes because some of their questions had already been answered. From 10:00 o'clock on the meeting was theirs. Their agenda covered a wide range of subjects. During the morning session the men in the northern region expressed their views, explained their problems and made suggestions for better management on nine topics.

D. J. Langland, district sales manager in Chicago, represented the northern region on how to make travel agents produce in a competitive market. He pointed out that although C&S keeps travel agents well supplied with illustrated folders, information about the playgrounds in the Caribbean, the company's plans for improvement in service, the travel agents are not being advised of advertising and promotional plans which will help them in selling C&S.

Merchandising the Advertising

As a direct result, the company's manager of interline and agency sales, George E. Shedd, immediately obtained advance proofs of all advertisements the company plans during the spring and summer, had them reproduced on a double-page spread (newspaper size) and mailed to all travel agents representing the company. A letter explained how the travel agent can benefit by other media, such as a new 16-mm color film "West Indies, Ho!" now being shown in major cities to thousands of potential vacationers.

J. L. Copland, district sales manager in St. Louis, whose topic, "Effective Aircruise Selling Through Planned Promotion," developed into a problem which activated the back-row audience.



(His business paper . . . of course)

With the pushing pace of business today, your business problems won't wait. That's why the **Best Informed Men in your Field** so often take their business papers home to read. Competition won't stand still, or costs stay put; and new products come so fast you've got to read every issue. You need the news of what's new, what's happening . . . the what-to-do-and-how . . . and the what-to-do-it-with that you find in the editorial and advertising pages. It pays to read both . . . thoroughly . . . at home or on the job. That's what keeps you one of the **Best Informed Men in your Field**.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper profitable time.

NEXT ISSUE the **Best Informed Men in your Field** will be reading...

How Standard Oil Builds Executive Manpower

When a key man moves, California Standard's Office of Executive Development is in a position to suggest a qualified candidate to take his place. He's in the company's own ranks, and all the facts about him are available within minutes.

By **H. L. Samuelson, Manager Executive Development**
Standard Oil Company of California



One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS

This is C&S:

Bridging 5,749 air route miles with 300-mile-an-hour ships, the Chicago and Southern Air Line system links industrial centers of mid-continent to playgrounds of Cuba and the oil-rich enterprises of Venezuela. Its Chicago and Southern traffic areas, rapidly growing in commercial activity, brought C&S an increase of 42% in domestic passenger miles in 1951, earned its shareholders the highest dividends in the firm's history. C&S was founded in 1933 by Carleton Putnam, now chairman of the board.

Copland pointed out that the company's air-cruise program, which includes several all-expense air-cruise packages in Cuba, Jamaica and Venezuela, presents an unlimited selling field for district sales managers, but for lack of proper tools to work with the sales manager often loses out on a sale.

For example, a sporting goods firm approached him with the idea of purchasing two air-cruise packages to use as a prize in a promotion of sportswear. The company's participation would amount to supplying photographs of Jamaica to be used in a folder in promoting a contest for the best design of sportswear to be worn in Jamaica. Copland stated he had asked the general office for photographs but did not receive them.

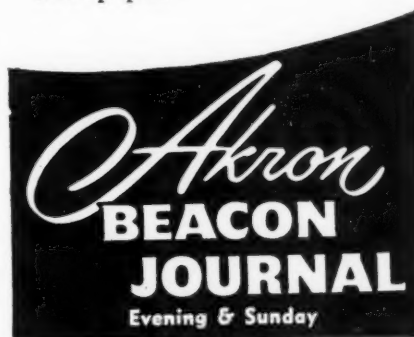
In a follow-through discussion, it was learned that Copland had requested engravings and line cuts, but the promotion was published as an offset printing job, and for lack of accurate information on the ultimate use of the photographs he had not been supplied with the proper tools. It was also learned that he had not fully understood the use of the company's photograph file, and that the tools he had needed were included in a photograph kit which had been in his office for several months.

Closer cooperation in placing radio advertising was requested by V. S. Rayburn, city sales manager in Evansville. Rayburn, one of nine C&S sales managers conducting a five-minute aviation news broadcast each week on local radio stations, felt that since the radio stations concerned supply the time free as a public service, the company should con-

One for all

One medium is all you need buy in Akron because one newspaper reaches all buyers in the rich Akron market.

For a complete selling program at one low cost, use Akron's one and only daily newspaper.



John S. Knight, Publisher
Story Brooks & Finley,
Nat. Rep.

CUT AUTO FLEET COSTS

up to **38%***

*Based on actual reports by General Auto clients



"GENERAL" FLEET RENTAL PLANS

Includes gas & oil

PLAN A

Fleets of 100 or more cars with low annual mileage.

PER MONTH PER CAR

49⁵⁰

Maintenance and non-maintenance plans available on mileage or flat monthly rental basis. All plans include license plates, replacement in case of fire, theft or serious damage. New cars every 12 months.

PLAN B

10 cars or more; 25,000 or more miles per year, low as

4 1/2¢ MILE

Fleets of 10 to 1,000 BRAND NEW PLYMOUTHS FORDS, CHEVROLETS Immediate Delivery!

Highest Prices Paid for Your Present Fleet
WRITE FOR BOOKLET

"HOW TO REDUCE THE COST OF AUTOMOTIVE TRANSPORTATION"

GENERAL AUTO RENTAL CO.
Coast-to-Coast
HAROLD B. ROBINSON • Livingston 8-5000
6610 N. BROAD STREET, PHILADELPHIA 26, PA.

Three \$200 Wrist Watches for the Best Answers:

HOW MANY SQUARE MILES WILL KBIG COVER?

Simple, quick and easy! Fill in below, and mail to KBIG, your estimate of how many square miles of land KBIG will cover within its half-millivolt area. Here's some information to help you make the most accurate estimate:

KBIG will focus 10,000 watts of sealed-beam power on 740 kilocycles daytime, directing it across the Great Salt Water Route to Southern California from a triple-tower antenna atop Catalina Island.

We have three beautiful \$200 Chronograph wrist watches (or if you prefer, 17-jewel ladies' wrist watches)—one for each of those whose estimates come closest to the actual coverage, as determined by an independent FCC-approved consulting engineer.

Any principal or employee of advertising agencies (save our own) and advertisers may enter. Entries must be postmarked no later than May 1. Judges' decision final. Winner announced within two weeks after start of broadcasting in early May. If ties, duplicate prizes awarded.

*****MAIL ENTRY NOW*****

KBIG H
6540 Sunset Blvd.
Hollywood 28, Calif.

My Estimate is Sq. Mi.
NAME
COMPANY
ADDRESS
CITY STATE.....

sider these stations first when placing advertising.

As a result George E. Bounds and the advertising agency arranged a trial schedule of spot announcements in seven cities.

These are typical examples of the way the sales managers presented problems and how they were handled. Each topic discussed resulted in direct and immediate action. If possible, answers to requests were given on the spot, such as that of R. L. Young, district sales manager in New Orleans. Young suggested that the company's new four-color air-cruise folder be used in a novel way in the "Roosevelt Review," publication of the Roosevelt Hotel in New Orleans. Young wanted to place an advertisement in this publication (\$60 for space) and have the actual folder tipped in over the advertisement at a cost of \$83. If the 6,000 people receiving this publication take out the folder, the advertisement tells the next person where he can get one.

The southern region's agenda followed the same general topics which had been presented by the men from the North. Additional ideas were advanced, and if the same problems cropped up again, top management in the back row learned that here was something that needed to be adjusted.

This was no personal gripe session: It was the viewpoint of the salesman. It was the simple approach to the problem of accurately getting the "feel of the field." One of the two most important factors in the plan to bring the C&S sales organization to a point of collective action for the benefit of the entire organization had been found: Management understood the problems faced by the men charged with carrying out the company's policies.

Now it was time for the other factor: the problems faced by management. The listening post came to the speakers' table and without exception talks were brief, concise and packed with information, the kind of information that eliminates doubt. For example:

Sidney A. Stewart, president, spoke a little less than five minutes. He gave the men the thinking of top management on the question that has been making the rounds of airline circles in the past weeks: Will the company merge with another airline?

In two and a half minutes, L. E. Black, assistant general counsel, told the group the status of two important interchange proposals the company has submitted to the Civil Aeronautics Board for approval. One, with Pan American World Airways,

would provide one-plane-direct service from Chicago to Mexico City. Another, with Trans World Airlines, would give Houston direct one-plane service to New York City and to Pittsburgh.

W. T. Arthur, vice-president in charge of operations, told the group about the new 44-passenger Convair-Liner 340's and explained briefly why C&S chose this new transport to replace the present DC-3 fleet. He asked for their cooperation.

T. F. Hambleton, treasurer, brought the men a condensed version of the 1951 annual report, which reflected the efforts of the sales personnel—who were just 3% away from their 1951 sales goal—in the record-breaking \$1,130,959 earned last year. He gave them a lift with the news that C&S stock is to be listed on the New York Stock Exchange after April 9.

W. T. Beebe, vice-president in charge of personnel, told the group the status of the company's retirement income plan and suggested that they act now by hiring and training women wherever possible to counteract a manpower shortage which will undoubtedly develop during the next few months.

How Much for '52?

The entire day had been building up to the climax: the distribution of the 1952 sales quotas. The system-wide goal of \$16,000,000 in passenger, air express and air freight revenue was to be apportioned to the sales managers according to the size and nature of their respective territories. The amount to be allotted each man had been a closely guarded secret until the moment he was presented a Convair model mounted on an ash tray with his name and quota engraved on the base.

The evening was an eye-opener in many ways. First, the northern region surprised and delighted the group with a veritable Santa Claus bag of gifts, distributed as door prizes.

In a skit titled "If I Were King!" they provided rollicking entertainment by demonstrating how they would behave in top management positions. By keen characterizations, they displayed acting abilities as well as a surprising knowledge of the men at the helm. Laughter was heartiest from the corner receiving the biggest jolt.

It was final proof that a sales conference—from the most serious topic on the agenda to the no-holds-barred entertainment session—can and should be run by the men in the field.

techniques of catalog design and organization—you will gain the advantage of our first-hand knowledge of the buying practices and information needs of buyers in each of these five markets.

Sweet's catalog specialists stand ready to help you design, produce or distribute your market-specialized catalogs. Our services cover the entire range of catalog procedure—starting from the planning stage and ending with printed copies open under the eyes of your prospective buyers. You may order these services separately, or in any combination. Year after year Sweet's handles more catalogs than any other organization—in 1951, over *thirty-eight million* copies.

Whether your problem is one of catalog content and format, or of good printing at reasonable cost, or of catalog distribution to cover your market effectively, or simply to get relief from a vast amount of time-consuming work—you will find the help you need in the Sweet's organization.

The Sweet's District Manager in your territory will detail these services in terms of your particular requirements. Call him in for a discussion of your catalog needs.

New York 18—119 West 40th Street—L**O**ngacre 3-0700

Boston 16—31 St. James Avenue—H**A**ncock 6-0700

Buffalo 2—70 Niagara Street—C**L**evland 8200

Chicago 54—700 Merchandise Mart—W**H**itehall 4-4400

Cincinnati 2—American Building—G**A**rfield 2800

Cleveland 15—1422 Euclid Avenue—C**H**erry 1-7256

Detroit 26—548 Free Press Building—W**O**odward 1-2745

Los Angeles 17—1709 West 8th Street—D**U**nkirk 3-1177

Philadelphia 7—1321 Arch Street—L**O**cust 7-4326

Pittsburgh 19—411 Seventh Avenue—A**T**lantic 1-8220

St. Louis 1—721 Olive Street—C**H**estnut 7388

Service



FREE. This booklet describes how Sweet's services help manufacturers improve the effectiveness of their catalogs.

here is how Sweet's can work for you

You may order these services separately, or in any combination.

catalog design—Sweet's design department is staffed by experienced consultants, technical copywriters, draftsmen and artists. Your individual requirements, whatever they may be, receive individual treatment by men specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's objective, scope, content and distribution.

rough dummy—outline of content and format.

finished dummy—complete content and format specifications, ready for production.

catalog production—Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality. Sweet's will take complete charge of the execution of orders for any or all of the following: drawings, photographs, engravings, type composition, electrotypes, printing and binding.

catalog distribution—Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power in the construction or manufacturing fields.

individual distribution—by purchase of accurate lists compiled by Sweet's, or by using Sweet's mailing facilities.

pre-filed distribution—by having catalogs filed in bound, indexed collections (files) of manufacturers' catalogs. This method has the advantage of keeping catalogs instantly accessible at all times in prospective buyers' offices.

Can Creative Selling Crack Rising Consumer Resistance?

Too much of the \$237 billion in America's take-home pay in 1952 may pile up in savings, ANA hears—unless sales and advertising are strengthened to "divert" them.

America's people probably will wind up this year richer than ever. But unless the sales and advertising forces in the economy are made stronger and more creative, and are given freer rein, Americans may save proportionately more than they spend.

In a keynote talk before the spring meeting of Association of National Advertisers at Hot Springs, Va., William H. Howard, vice-president of Young & Rubicam, Inc., interpreted the need for increased selling effort as shown in a presentation prepared by Arno H. Johnston, vice-president of J. Walter Thompson Co.

The presentation dramatized the fact that in 1952 Americans may get \$237 billion in take-home pay. Even with "\$107 billion siphoned off for food, clothing, rent and other necessities," Howard explained, "it would leave \$130 billion for discretionary spending."

People Can Buy More

He believed that the typical American "Joe and Bertha can be persuaded to own two cars instead of one; two television sets instead of one; to travel to Europe or California; . . . to send their kids to camps and schools, and to have a couple of air-conditioned rooms. I believe that Joe can have some extra Hart, Schaffner & Marx suits hanging in his closets and some Arrow sports shirts in his dresser." Bertha could be induced to buy "every labor-saving device known . . ."

The reason why many Americans as yet *don't* have all these things, however, Howard added, is that "creative selling" is still to be developed to equal the "creative production which has been this country's transcendent genius."

And the reason why selling has not yet been given full play lies largely in the "Madinot Line" thinking of top management in many companies, which restricts the dollars and

the effort available to develop it.

Howard concluded: "We must wake up our managements to the suicidal aspect of our Madinot Line. It is not enough to sit back comfortably with our historic dollars and percents and our twaddle about selling *expense*." Industry must step out and "sell Joe—and Bertha—that they want more things than they now think they do."

Promoters of *savings* also said their say at the ANA meeting.

David W. Tibbott, advertising director, New England Mutual Life Insurance Co., pointed out that although life insurance in force by all U. S. companies more than doubled, from \$103 to \$235 billion, between 1929 and 1950, life insurance ownership per family increased only from \$3,300 to \$4,900. Meanwhile, national income per family rose from \$2,900 to \$5,200. The ratio of life insurance to yearly income of the average family fell from 114 to 94%.

New England Mutual found that in this period the share of ordinary life insurance held by 22 leading companies declined from 77 to 72% of the total. But seven of these 22 increased their share from 26 to 37%.

Six of the seven, Tibbott said, have run continuing advertising campaigns in national media for 18 years or longer. In 1950 the six spent 60% of the industry's total \$20 million in all forms of advertising.

Premiums—when "used as an integral part of advertising and merchandising plans" and not as a "substitute for straight advertising"—can help to add and hold customers, Joseph Scheideler of Scheideler, Beck & Werner, New York agency, told the meeting.

Utility knife and spoon premiums offered on the label and can band of Sterling salt, he showed, "last year produced over 100,000 new customers at . . . one and one-half cents each." Each premium is offered at the self-liquidating price of 25 cents. "Without a word of additional ad-

vertising, this double-edged merchandising device brought in over 440,000 requests." Of these, 200,000 were new users, and "50% of these new users became repeat customers."

With the help of a pin and earrings offer, Scheideler explained, sales of SweetHeart toilet soap in recent years have risen from fourth to second place among seven brands in this highly-competitive field.

The need for a "jarring touch" to combat the trends of "robot retailing" and robot purchasing by consumers in such stores, was emphasized by E. B. Weiss, merchandising director of Grey Advertising Agency.

"This touch of *persuasive individuality*," he said, "must start with a *product feature*—a *genuine* product feature, if possible. And then [this] must be carried through *all*" merchandising, selling, advertising and promotion.

Robots vs. Brands

The robot trend—still "in its early infancy," Weiss pointed out, already has brought "plenty of disconcerting evidence" of its effect on manufacturers' brands:

"1. The continuing droop in brand loyalty." (The more mechanically people buy, the weaker becomes brand loyalty.)

"2. The disconcerting lack of concentration" on a single brand in a single line.

"3. The public's willingness to buy one advertised brand or another—including the retailer's known brand . . . Sears does about 90% of its \$2.7 billion volume on its 40-odd brands and spends over \$50 million annually" to promote them.

"4. The increasing speed with which buying is done in the store . . ."

"5. The astounding *spread* in the *variety* of merchandise that is becoming increasingly susceptible to *impulse* buying . . ."

"6. The public's willingness to buy almost *any* category of merchandise under almost *any* type of retail roof." Most large robot retailers or super markets today "operate true department stores. . ."

"7. The public's striking acceptance of self-service and self-selection."

As the robot trend develops, Weiss explained, manufacturers must "create a more powerful consumer *demand*: a more powerful consumer *preference*."

By making the most of the facilities of wholesalers, said H. C. Van Arsdale, vice-president of Smith, Kline & French, Inc., Philadelphia

drug wholesaler, manufacturers can help to check the trend toward big and largely self-service stores.

If manufacturers provide them with "the proper ammunition and sales spark," he added, wholesalers can aid in such ways as gaining distribution; can "sell your competitive advantages of advertising, dealer profit and turnover to induce continued display and over-the-counter profit," and because of the wholesaler salesman's intimate knowledge of and frequent contact with retailers, can add "prestige and advice in the promotion of your line."

John McLaughlin, advertising and sales promotion manager, Kraft Foods Co., Chicago, showed how his company "sells" its advertising to its sales force. Citing the ANA survey of the attitudes of 1,600 salesmen of 36 companies ("Are Your Salesmen Sold on Your Advertising?" SM, Feb. 1, 1952), he explained how Kraft brought "national" advertising down to cases in terms of the individual town, neighborhood and dealer's store.

Theme of the Kraft presentation to its men was "all advertising is local." Whether Mrs. Housewife is reached through magazines, network radio or TV, newspapers, handbills

or whatever, the salesmen are told that "what we call 'national' advertising is just a means of buying a lot of 'local' advertising at a lower cost."

Henry Schachte of the Borden Co. and Fred B. Manchee of Batten, Barton, Durstine & Osborn, representing the Advertising Research Foundation, reported that the new ARF is now supported by 122 subscribers, who have paid a total of \$125,100. These include 55 agencies, 45 advertisers, 20 media and the ANA and Four A's.

Techniques Important

In a survey among subscribers as to types of projects to be undertaken, 74% rated research techniques as very important—followed by 61%, media evaluation; 43%, advertising craftsmanship, and 24%, economic and market data.

Of 35 projects suggested, the vote among all three groups of members was highest (72%) for a study on accurate measurement of magazine ad readership. The next four in order were for a study on radio-TV rating services, 65%; magazine audience characteristics and duplication, 62%; effect of TV on magazine and/or

newspaper reading, 55%, and for a study to determine how long people remember advertising, 54%.

The projects committee, headed by Manchee, is suggesting to the ARF board two long- and two short-range projects. The long-range studies are on magazine ad readership and radio-TV ratings. The short-range would be "analytical tabulations of findings from the Continuing Studies" (being made by ARF on readership of newspapers, business papers, farm publications, car cards, etc.), and a "study of advertising expenditures related to sales and national income."

Wesley I. Nunn of Standard Oil Co. (Indiana), chairman of the ANA, reported that the association's membership now embraces 538 companies—26 of which have been members continuously for 40 years or more. Some 1,200 representatives of 190 member companies now serve on one or more steering committees. The outdoor steering committee has just produced a manual on the use of this medium. Manuals are being planned to cover newspapers, point-of-purchase and other media.

The association paid tribute to Paul B. West, ANA president, on his 20th anniversary as its executive head.

Radio Still Dominates THIS RICH MARKET



Radio delivers MORE sets-in-use in the South Bend market than before TV! . . . Hooper Surveys for Oct.-Nov. 1951 compared with Oct.-Nov. 1945 prove it. Morning up 6.8, afternoon up 8.0 and evening up 4.4. Television is still insignificant here because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE



TEAMWORK PAYS OFF AGAIN: Service men for Clary are now regular participants in dealer sales meetings. Since these men were trained to sell along with their regular work of repairs and trouble-shooting, many of them have made outstanding sales records.

Clary Hits Pay Dirt When Service Men Begin to Sell

Management said "Wow!" at the end of the first year. Reason: When they were trained and paid commissions on sales of business machines, more service men than salesmen earned memberships in the firm's "Producers Club."

BY JAMES H. COLLINS

Two years ago the Clary Multiplier Corp., San Gabriel, Calif., put its service men on a new basis. By making certain kinds of sales of the company's adding machines and cash registers, they could earn commissions to supplement their salaries.

They were also given sales training with the sales forces throughout the country, and sat in on morning sales meetings.

When results for 1951 were counted—the first full year of the plan—management was astonished by the service men's scores. More service men (26) than salesmen (16) had crashed into the exclusive Clary Producers Club. This was not one group beating the other because the plan is non-competitive. Management says that it underestimated the sales ability lying dormant among service men.

Clary sells through 37 branches and 400 dealers throughout the United States and Canada. It is a young, aggressive company, dating back into the 1930's, when its presi-

dent, Hugh L. Clary, entered the highly competitive field of adding machines. He carried with him ideas gained during 14 years with the Bank of America. These ideas were embodied in a new machine which solves complex mathematical problems and instantly gives printed answers without grinding of gear trains and spinning of dials. An enthusiastic progressive sales force was as much his idea as the machine itself.

Clary branch and dealer organizations are all sizes, according to the communities they serve, but generally there is a ratio of about one service mechanic to three salesmen. An office with 10 salesmen will have a large enough machine population to keep three or four service men busy on maintenance work for customers; mechanical service is an indispensable part of equipment sales.

Salesmen are generally assigned to territories based on machine users and sales potentials. Service men work everywhere, as calls come in. In most communities there are "open"

territories to which no salesmen are assigned, for various reasons. Any salesman is free to work in such territory and so are service men under the Clary plan.

Salesmen work on commission, while service men are paid salaries, and can earn commissions on sales of supplies. Until this plan was developed the "trouble-shooter" had no incentive to try his hand at selling machines. He was often in position to assist salesmen by giving information about business firms with accounting problems. In these cases a salesman would share commission on a clear-cut sale. But there was no company arrangement.

The service mechanic has certain advantages in dealing with customers. Like a doctor, the service man is called in only when something goes wrong. He is regarded as a man with no selling motives—which is true in most cases. He is often asked what he thinks of this or that kind of equipment and his opinion carries weight. He has opportunities to observe business equipment and methods and, if trained in selling, he can frequently suggest changes that will speed up work and reduce costs. But as a rule, he makes repairs and departs.

Traditionally, the service man is regarded as just a "trouble-shooter" by everybody, including himself. Dealing more with machines than with people, he is not always pleasant. By his behavior, and perhaps disparaging opinions about equipment, he can destroy good will and kill sales.

The Clary plan radically changes all that.

In less than two years some service men have gone over to selling. The service force over the country has definitely increased sales volume. In at least one case a service man who turned to selling has become a branch executive. And the plan has not yet begun to show its full results.

Under the plan, a Clary service man who makes an equipment sale in a salesman's territory is paid one-fourth of that salesman's commission. He is free to work in any "open" territory, and on sales there he receives the full commission.

Teamwork between sales and service is one cornerstone of Clary's plan. Far from being rivals, both groups learn to work together. A service man may get a sale going and if he needs help he will introduce the salesman or ask him to come in and close. The salesman may ask the service man for information about a particular company's equipment setup and the firm's work methods. Such information may strengthen his prop-



in the dark...

about how to turn out distinctive sales-building letters?

You won't be after a "look-see" Test*

on the new *Electri-conomy*



Yes, electricity makes the big difference . . . just a flick of the switch and controlled power typing takes over to turn out hand-somer, distinctive sales-building letters, bulletins and reports that command instant reader attention. What's more, the Electri-conomy's speed and ease of operation increase typing production, decrease office typing costs.

Why not stop in at your local Remington Rand office and see the Electri-conomy at work—or have an Electri-conomy test performed in your office—without obligation, of course.

*For FREE informative Electri-conomy Test right in your own office or FREE literature, mail the coupon below.

Room 2050 315 Fourth Avenue, New York 10

☐ Yes, I would like a FREE copy of "Take A Letter" (RE 8499).

☐ I would like FREE Electri-conomy Test in my office—without obligation of course.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____



Remington Rand

THE FIRST NAME IN TYPEWRITERS

APRIL 15, 1952

osition. The pay-off has come in increased earnings for both groups, and in increased volume for the branches and dealers.

The sale of supplies by service men, for which they receive commissions in addition to salary, always has been in the province of service men. Under this plan, with sales training, they sell more supplies.

There always has been considerable turnover in service men in all lines. For Clary, this plan has reduced that, by smoothing out the peaks in service work, which fluctuates with seasons, and even from day to day. This morning the service men may be rushed; this afternoon they may be idle. Slack periods now can be devoted to selling equipment.

A local organization often will need $3\frac{1}{2}$ men. There may not be enough business to keep four busy—yet too much business for three men to handle. With equipment selling added, another man can be put on.

Training in Sales Meetings

Perhaps too much importance has been attached to mechanical ability in hiring service men and not enough to personality. The mechanical know-how needed to maintain equipment generally can be taught, as is the case with Clary. Recruiting is from many sources. Selection for pleasing personality can mean a good deal in customer relations, and is even more important when sales training is given.

Clary sales training is thorough and directed through a sales development and promotion department in San Gabriel, which provides training material for branch managers and dealers, each of whom conducts training according to his requirements. Each morning is started with a sales meeting during which current problems are discussed. Service men attend these morning sessions as well as sales training sessions. By learning the sales approach they get an entirely new view of their business.

Adding machines and cash registers are purchased by every type of business, from the largest corporation to the smallest lunch counter. They are needed to reduce labor and operating costs. The ways in which they are used are many. Clary promotion is based on selling uses as much as machines. The salesman studies the problems of his prospects, suggests better systems, better machines when needed. It is a company rule not to oversell a customer. If a given machine will do his work, even a trade-in, that is the machine for him. It may be a rented machine, with rent

applying on later purchase, as its economies are learned.

Demonstrations are the foundation of the sale, and are planned with a knowledge of the prospect's business and problems. To get this knowledge the salesman observes, asks questions, reads business literature. Prospects are chosen through leads, tips from customers, research in business fields. The prospect is prepared by direct mail sent out by the salesman. Then a portfolio demonstration is planned and presented, and a machine is demonstrated. After the sale frequent call-backs are made to make sure that

Business is constantly seeking salesmen who have shown managerial capabilities and such capabilities are plainly evident in the way a man manages his own territory.

Managing Your Time

By J. C. Aspley

the customer is getting the best results in using the equipment. These calls regularly develop new leads and recommendations.

Sample demonstrations and conversations are included in manuals, and service men become interested in the way observation can be used to plan demonstrations to meet actual conditions discovered in their mechanical work—before selling is attempted.

Clary has a comprehensive array of incentives which keep sales and service men interested in day-to-day and long-range results. There are prizes and honors to be won. And they constantly make news.

The Clary Producers Club, in which more service men than salesmen attained membership, is "cream-of-the-cream," entered by attaining top sales volume. The salesman who achieves the highest volume becomes president for the next year, and the top service man becomes a vice-president.

Each man who makes the club is given 10,000 bonus points, spendable for merchandise. Top men are brought to Los Angeles for entertainment by the company, all expenses paid.

The bonus points are a long-range incentive. Both salesmen and service men work toward monthly quotas, based on equipment sales by salesmen and on supply sales by service men. Completed quota cards win bonus points selected out of a large merchandise catalog. Bonus points are also given for sales in excess of quotas, and as special rewards, as membership in the Producers Club. These points are spendable for merchandise from a Cappel, MacDonald & Co. catalog as comprehensive as a mail-order book. This is for the man's family. It has become a custom for members of the family to select in advance the merchandise they would like to have next Christmas, and urge the breadwinner on to victory.

News of prize winners and top performers is published in the monthly "Clary '52 Forecaster," a company newspaper mailed to sales and service personnel. Then, there are "Flash!" bulletins sent out to report competitive progress in honors such as the Salesman of the Month, Service Man of the Month, the President's Cup, the individuals who make the Producers Club. The first man to qualify last year was admitted in June. Factory entertainment is another sales incentive used to good purpose.

Incentive Award Plan

For service men, as part of the new plan, the company pays a portion of the expense for vacation trips to Los Angeles. This offer stands all year: \$150 from the East, \$100 from the Middle West, \$50 from western states. Men are invited to bring their families, and are asked to spend at least one day at the factory, a modern plant of great interest to men dealing with the mechanism of Clary machines. In addition, this year the company is bringing each service manager to San Gabriel at its own expense.

Southern California all-expense entertainment was announced early last year for the nine top-volume salesmen and three servicemen making the Producers Club. When Hugh Clary learned that more than 40 men were likely to qualify, compared to 17 the previous year, he added that this number would be doubled if business machine sales exceeded \$6 million at the end of the year. It did. The top 18 salesmen and six service men were "kings for four days" in March. They were housed at the best hotels, and entertained in Hollywood and at the factory.



It's remarkable ...



how often ...



a "no" man ...



becomes ...






a "yes" man ...



when he's in ...



the Holiday pleasure mood!

When your customer is in a pleasure mood,  he's half sold already. That's why so many top advertisers  of a wide variety of products are using the **HOLIDAY** pleasure mood to help them sell. It's the mood that stimulates Holiday's more than 800,000 top-income families to live better, do more, buy more  —more often!

HOLIDAY— means pleasure and pleasure means business!



PROPER PROSPECT APPROACH . . . is illustrated in this film frame. Shell salesman has already studied prospect's problems, knows what products the prospect is most interested in, can open with confident handshake.



RESULT . . . of before-interview research means salesman can show how Shell products and services will solve prospect's needs, make closing easy and profitable. Film is animated in five parts, each 12 minutes in length.

Shell Plucks the Yawn From Sales Training Films

By screening sales experiences of its own salesmen and using their voices to accompany animation, Shell Oil created a training tool that is both a first-grade primer and post graduate course. Here's how it was planned.

Do most sales training films teach basic fundamentals in selling . . . in addition to teaching sales specifics applicable only to a particular business or product?

Do many sales training films produced to teach selling *per se*, or to correct inadequate sales practices, get down to the brass tacks of basic sales principles as claimed?

These were questions facing the Shell Oil Co., New York City, several years ago. As far as the company was concerned, the answer to both questions was "No." Solidly sold on the value of well-produced films as visual aids to sales training courses, Shell had been supplementing training lectures either with outside general films on selling or with other companies' training films designed for other products.

Carefully selected trainees were often bored and confused by another company's sales problems. Experienced salesmen taking refresher courses sometimes yawned their way through screenings.

Objective: More Sales

Shell executives decided to give up half-way measures and show sales training films that would go farther—films that would sink basic sales sense into salesmen's heads and keep it there. They decided to produce their own films which, while tailor-made for Shell salesmen in order to give them pride in their company and its products and to familiarize them with the sales machinery, would nevertheless have the primary objective of teaching them how to sell.

To determine film content, they first laid plans to find out the who, why, and how of their future film audience.

The basic sales training courses given to new salesmen and sales refresher courses for experienced salesmen called for films as a complement to existing training procedures. Shell wanted to produce films that could be shown to both groups of men. Thus each film would have to be both a first-grade primer and a post graduate course.

Shell divided its film program into five parts, each one a basic element of a successful sale. Five films were produced, one for each part. They are "Start," "Approach," "Demonstration," "Handling Objections," and "Close." Each film is approximately 12 minutes in length.

A simple breakdown of the over-all basic sales principles in each film shows:



STORES KEY MOST LINAGE TO COMPANION FEATURES

"Quite a story!" says Gardner's Champ Humphrey

In 1951, retailers paid COMPANION the great compliment of a record-breaking amount of advertising tying in with editorial features — 727,265 newspaper lines!

That's *more retail linage* by far than was devoted to editorial features of any other woman's service magazine.

Here's the 1951 record:		No. of Lines
Woman's Home COMPANION	727,265
McCall's	547,587
Ladies' Home Journal	32,790

COMPANION representative Galen Knickel fills in the great story for Champ Humphrey, Media Director of Gardner Advertising Company, St. Louis and New York.

To account for it, look to the COMPANION's *timely* editorial policy. So up-to-the-minute are COMPANION features in every issue that fast-moving retailers in tough local competition use them constantly!

Can you think of better proof of the alert activity of the COMPANION and of the value for advertisers of the COMPANION's young, growing, "buy most" audience?

Woman's Home **COMPANION**

CURRENT CIRCULATION: MORE THAN 4,300,000

THE ROWELL-COLLIER PUBLISHING COMPANY—PUBLISHERS OF COLLIER'S, THE AMERICAN MAGAZINE, WOMAN'S HOME COMPANION

APRIL 15, 1952

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START

1. Know Shell prospect's background fully, his problems and his needs.
2. Plan each sales interview before calling on the prospect.
3. Use the product most needed by the prospect to open sales discussion.

APPROACH

1. Gain the prospect's attention.
2. Gain the prospect's confidence.
3. Gain the prospect's interest by showing him the potential advantages of Shell products or services.

DEMONSTRATION

1. Demonstrate *need* for Shell products.
2. Make the prospect *want* Shell products.
3. Back up the demonstration with proof.

HANDLING OBJECTIONS

1. Agree with the Shell prospect's reasoning, but look for the cause of his objections.
2. Handle each objection skillfully.

3. Tactfully introduce Shell product values.

CLOSE

1. Be prepared to close at any time.
2. Know how to close.
3. Follow through for Shell.

Shell knew that the best use of a visual aid lay in actual incorporation of the aid into the existing training procedure. Hence, departing from usual film air practices, each of the five films was scheduled for two showings. Sales conferences were broken down into five three-hour periods, and each film was scheduled to be shown as an introduction to the conference period to which it related. Each film also was to be used as a review of the previous conference at the beginning of each new period.

Thus film 1, "Start," would be shown at the beginning of conference period 1 as an introduction and at the beginning of period 2 as a review. Film 2, "Approach," would be shown at the beginning of period 2 as an introduction and at the beginning of period 3 as a review of 2.

Early in the film planning, it was decided that a good way to get basic points across would be to incorporate into each film an example or two of actual sales experiences. This would highlight the basic principles the film was illustrating. The experiences were not to be copied or imitated, but would illustrate how actual use of the sales basics expressed in each

film achieved results.

Salesmen in the field were asked to submit true stories of their own experiences—and they delivered good ones. In each of the five films, salesmen from all over the United States tell in their own words how the application of certain sales principles helped them to make successful sales. It was rightfully figured that these testimonials would earn the respect of the experienced salesmen attending the lectures for refresher purposes, as well as to give the film prestige value for the new men. Caricatures of the men's faces were screened to bring maximum authenticity.

Shell executives and the producer of the films, Transfilm Inc., New York City, decided to use limited animation in color. There were several reasons behind this thinking: Transfilm knows from experience that animation makes training easier. Animation allows self-identification of a film character in the audience's mind without the difficult barriers of personality differences. Telling a man what he should do can be irritating to him, but he is rarely resentful or irritated if he is given orders by the objective personality of an animated character, or if he is motivated by examples of the character's actions. Shell wanted to pound some hard facts into both new and experienced salesmen's heads, but didn't want any hurt feelings. Color was used because it adds strength and impact to the film and gives extra life to animated characters.

The Men Go for It

Last year the company put its careful film production work to use according to plan. Through fast-moving action, a down-to-earth narrative, and voices of other salesmen, basic sales fundamentals got through.

As a complement to already successful conference or lecture material and textbooks, Shell films have unanimous thumbs-up from experienced men and new men alike, in spite of the fact that the newly endowed training course took place during a sales contest, thus taking men away from much needed field work.

The thought and time Shell management put into a visual breakdown of basic selling has also brought approval from other quarters. Requests from other companies for permission to use Shell films in sales training programs have been received. The Association of National Advertisers recently showed "Demonstration" during its annual convention in Hot Springs, Va.



EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

Speakers Gear for NSE Confab, San Francisco

*From opening gavel to goodbye banquet,
Hotel Fairmont will bulge with conventioners*

Twenty-one marketing-minded speakers are scheduled for the National Sales Executives 17th Annual International Distribution Congress to convene May 27, 28 and 29 at the Fairmont Hotel, San Francisco. NSE conventioners will have an opportunity to participate in special clinics and rallies which have been geared to punctuate speakers' topics. Other highlights: special showing of the Sales Equipment Fair; Schenley Hawaiian Cocktail Party; California Wine Party; annual election of NSE officers and the wind-up banquet.

Bring your wives, say NSE officials, for there'll be a full three-day round of activities for them. For reservations, write to National Sales Executives, Inc., 136 East 57th St., New York 22, N. Y.

CONVENTION SPEAKERS

Edward Maloney, Pacific Telephone & Telegraph Co.
Robert A. Whitney, President, National Sales Executives, Inc.
Eric A. Johnston, Director, Motion Picture Association
Leo Cherne, Executive Secretary, Research Institute of America
Paul Hoffman, Director, Food Foundation
Walter Johnson, Assistant to the President, American Airlines, Inc.
Dr. Herman Nolen, Vice-President, McKesson & Robbins, Inc.
W. F. Wrightnour, Director of Training, U. S. Rubber Co.
G. J. Ticoulat, Vice-President, Crown Zellerbach Corp.
Thomas G. MacGowan Market Research Dept., Firestone Tire & Rubber Co.
Sumner J. Robinson, Sales Manager, Bigelow-Sanford Carpet Co., Inc.
Charles E. Love, Executive Vice-President, Commercial Controls Corp.
R. G. Marquardt, Sales Manager, Daystrom Corp.
Marion Harper, President, McCann-Erickson, Inc.
J. Robert S. Conybeare, Sales Manager, The Wooster Rubber Co.
W. L. Stensgaard, President, W. L. Stensgaard & Associates
Jackson Martindell, The American Institute of Management
Roy Foulke, Dun & Bradstreet
Al N. Seares, Vice-President, Remington Rand Inc.

IF YOU WANT TO SELL FOUNDRIES— USE THESE AIDS

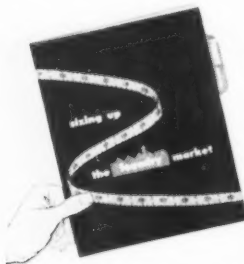
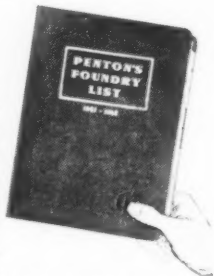


FOUNDRY MARKETING GUIDE

Contains an Atlas section defining the concentration of foundry capacity, production, and employment in 96 marketing areas. Has State section devoted to analysis of foundry capacity and employment in each of the United States and Provinces of Canada. Includes comprehensive list of Foundry Supply Houses and Agents. An outline Foundry Market Area map facilitates user-analysis of own sales potentials.

PENTON'S FOUNDRY DIRECTORY

A geographical listing of all foundries giving names, addresses, metals melted, melting equipment used, and departments operated. It lists every one of the more than 5,000 foundries in the U.S.A. and Canada. Cost, \$75.00.



FOUNDRY DATA FILE

"Sizing Up The Foundry Market" presents new facts about this market, its growth, its future and its coverage by FOUNDRY. Complete information on circulation, readership, editorial, and mechanical details. A must for every media file.

Please send me:

- ☐ Foundry Marketing Guide (free)
☐ Penton Foundry List (\$75)
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Name _____

Company _____

Address _____

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NBP

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FOUNDRY

A Penton Publication
Penton Building
Cleveland 13, Ohio



GUY GILLETTE

WHICH DOLLS . . . will go to market? Arranbee brass leaves the decision to these salesmen, whose vote decides price and design. Says management: "Because their knowledge of the market is more realistic than ours, they haven't picked a slow-seller yet."

What Happens When Salesmen Usurp Management Prerogatives?

Salesmen have the say at Arranbee Doll Co. They decide line, price, policy, while management takes the hindmost. Result? Unit sales up 10%, dollar-volume soars.

Things work in reverse around the Arranbee Doll Co. Inc., New York City. The salesmen manage management. At least in one major sense.

Last year, when it was assumed by top management that the new line of dolls would be brought out in cloth, the salesmen said "no"—even though Arranbee's dolls had been manufactured of cloth for 31 years. Said salesmen to management: Latex and Vinylite are more satisfactory materials than cloth; head, arms and legs made of vinyl are not only washable, but won't crack, peel or chip. Besides, customers prefer vinyl dolls.

The salesmen won their point . . . tradition toppled . . . sales climbed.

That's the way it goes at Arranbee. Salesmen have 100% authority in selecting the models they feel are best suited for the line, and are given free rein in determining price.

The management-take-the-hindmost innovation, tried for the first time last year, has chalked up results that could make ivory-tower management in business-as-usual companies take an envious second look. For the record, here are the measurable results the plan has achieved:

1. a lift of 10% last year in unit sales;
2. an increase of 22% in dollar volume;
3. heavier commissions for salesmen, and more enthusiastic selling;
4. consumer acceptance — no doll model picked by the salesmen proved to be unpopular in Arranbee's 2,000 department store outlets.

Arranbee's 90-doll line is sold only to department stores; no jobber or dealer relationship is involved. Business is direct.

With a president, vice-president,

SALES MANAGEMENT

sales manager, five salesmen, two production specialists and one designer, Arranbee is not a giant. Even so, the five salesmen cover the entire country, part of Canada. They carry a selection of 60 dolls in trunks, sell from hotel showrooms. Dolls retail for \$2.98 to \$24.98.

For Arranbee, genesis and evolution of doll styles is a year-round process. The designer, Ruby Hopf, travels about the country sounding out style trends in garments, listening to suggestions all the while from William Rothstein, president of Arranbee and himself a style expert. In addition, Miss Hopf accepts trade tips from the five salesmen who have been busy watching the happenings at point-of-purchase, and who have listened to comments of buyers and salesgirls.

Arranbee's Designer Hopf, salesmen and executives get together in early November to pool their market information. This is long before the March Toy Fair, when doll buyers flock to New York City to make inventory selections. At the November meeting, basic fashion trends are decided around a conference table. Is it going to be a bride-doll year? Is there a market for boy dolls? What do people want to pay?

Votes Settle Differences

This initial conference is to see if all ideas are co-ordinated, if Miss Hopf has worked in the right direction in visualizing styles, and whether her conception of the coming season's general style trend meets the approval of the others. Sometimes there's a difference of opinion, management vs. salesmen, but such differences are settled by vote—and with five votes from salesmen, two from production and three from management, the voting is heavily slanted in favor of salesmen. The designer sits in ex-officio.

When production and style decisions have been worked out in the rough, another meeting is held to determine price categories for each type of doll. Take, for example, a bride doll: Eight dolls are modeled, each differing slightly in points of fashion, workmanship. Of these models, four must be selected, four cast aside.

And here's how it's done: Each doll is given a name. The 10 voters take slips of paper, sit down and carefully examine each doll for play value, suitability for age ranges, fashion, selling points. Names of final four choices are written down, tabulated. As the voting goes, so goes the line. The dolls selected here will

eventually be shown at the Toy Fair, displayed in showrooms across the nation.

Management may then suggest that the bride dolls should retail at \$10.95. Salesmen, however, who are fresh from the field and know what customers will pay for a given model, may suggest that the bride doll would be a better seller at \$9.95. Their decision is final.

This year, for instance, salesmen indicated they wanted a lower cost line. Management asked no questions, geared production to come through with a junior line to retail for \$5.98.

Salesmen Have Insight

According to Michael K. Emerson, vice-president of Arranbee, the firm initiated the salesmen-have-the-say procedure because it felt that, although there was still a sellers' market in 1950 and 1951, the trend would soon swing the other way, and buyers would have to see a real value before they'd open pocketbooks. Arranbee feels that its salesmen, in the field and in constant contact with buyers, have a more realistic knowledge of the market in terms of "best-sellers" than management—hidden away in executive offices. Too, isn't it logical to assume that salesmen are more enthusiastic about selling a line they believe in?

Mr. Emerson obviously trusts salesmen's judgment. On the road for Arranbee years ago, he once stopped by a Chicago department store, walked in, took off his coat, got behind the counter and sold dolls for half an hour. In 30 minutes he learned that customers didn't want lacquer on a doll's hair. Result: Arranbee's dolls now go to market with unlacquered coiffures.

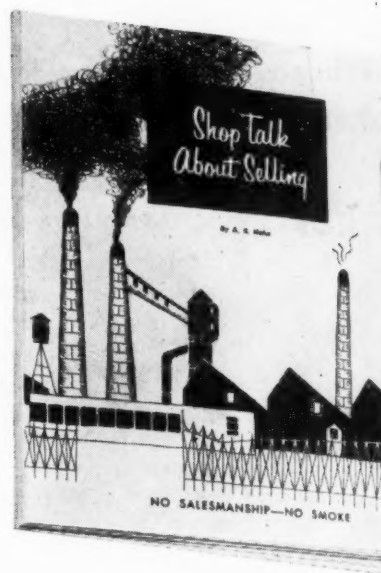
Will management continue to accept all of the salesmen's suggestions? "One-hundred percent," says Mr. Emerson.

Any substantial order for a technical product must be planned with the same corresponding skill and persistence as applies in providing the equipment itself.

—By Bernard Lester
Selling to Industry

Something New For Your Salesmen

"Shop Talk About Selling"



It's a fast-reading, thought-provoking little manual in which Sales Management has reprinted thirteen of the most popular "Shop Talk" columns dealing with the techniques of professional salesmanship.

In order, the short chapters cover:

1. Approach to Selling
2. The Salesman's Vocabulary
3. Interview Manners and Mannerisms
4. Identity for You and Your Company
5. Competition Is a Hot Potato
6. Safeguarding the Buyer's Interest
7. Shipshape Sales Tools
8. Service Salesmanship
9. Alertness in Selling
10. Follow-through on the Sale
11. How to Be a Star
12. How to Improve Your Techniques
13. How to Win a Promotion

Price: \$1 a copy

80c ea. 13 to 100 — 60c ea. 100 or more

Sales Management

386 Fourth Ave.
New York 16, N. Y.

How Supervisory Merit-Rating Helps to Spot Turnover Causes

If you conduct a searching inquiry into the causes for turnover, you almost surely will not like to face the facts you will uncover. To make the changes called for requires patience and courage. It's a tough management problem.

BY ROBERT N. McMURRY* • Robert N. McMurry & Co.

In the two preceding articles we have examined the nature and seriousness of the salesman's turnover problem. In an attempt to offer constructive suggestions about ways to determine the causes of turnover in any specific sales organization we suggested three courses of action:

1. Some work of general survey nature to assemble facts on working conditions, competition and territory potentials, and quality and competence of sales supervision.

2. An opinion poll to be taken with everyone in the field organization, including supervision.

3. A systematic appraisal (merit rating) of each level of field supervision by the level immediately above.

This article deals with Point 3.

Almost invariably poll and follow-up interviews will indicate a need for appraisal (merit rating) of supervision by those at the first level above it. Most companies employ the so-called "Graphic" type of merit rating (the type in which a formal list of traits is set up and each employee is graded in terms of his standing relative to them). Unfortunately this type of rating is subject to so many sources of error and so much bias that it is not fair to employ it in the evaluation of supervisory personnel. (See "Merit Rating as a Management Tool," by Robert Shaeffer, *Harvard Business Review*, November, 1949.) In its place, a modification, the Patterned Merit Review, is recommended. It differs in that in it, instead of being given a form to fill out at his pleasure, the rater is interviewed by a staff representative of the sales manager.

During this interview, the rater is first required to define the job or work assignment given to the salesman or supervisor, with particular

reference to any special, unique or unusual characteristics which make it easier or more difficult than others in the same category. The rater is also asked to define the personal characteristics and traits which he regards as necessary for success on such an assignment. This first phase, the analysis of the job, is regarded as essential, not only because it mobilizes the ideas which are associated with the employee in the rater's mind, but because it provides a frame of reference in which to evaluate the salesman's performance. No one should ever be rated or evaluated in the abstract. Rating should always be in terms of the individual's performance on a specific work assignment.

Ratings Are Specific

Second, the interviewer asks about the quality of the employee's performance. The questions at first are general: How is he doing at present? What are his outstanding strong points? What are his chief weaknesses? What influence do such outside factors as his home, his health, his finances and his habits have on his work performance? These are followed by more specific questions.

The rater is asked to indicate how his subordinate stands, relative to the qualities and traits which he himself has indicated are essential for success on the job. Furthermore, the rater is required to substantiate his judgments by citing specific examples wherein the person being evaluated has actually demonstrated in his work the presence or absence of the particular trait or quality on which he is being judged. This step is particularly important because it forces the rater to carefully analyze his sub-

ordinate's performance and base his judgments on facts, not on hopes and wishes or a desire to protect his junior.

Third, the rater is reminded that he has indicated certain weaknesses in his subordinate's performance. He is asked to report what he, personally, has done in the preceding several months to help the man overcome his limitations. He is also required to outline what he proposes to do in the following six months to aid the man to improve himself.

Fourth and finally, the rater is asked to express his judgment relative to his subordinate's promotability: Is he promotable—yes or no? If "no," why not? If "yes," to what is he promotable, when and why?

When feasible, such ratings are obtained independently from at least two superiors of each salesman and each supervisor up to the level of top management. Should there be serious discrepancies between the raters' judgments, they are brought together and their differences resolved. The result is the development of a reasonably consistent thoughtful and objective picture of each employee in the frame of reference of the requirements of his job, of his strong and weak points and of his promotability.** For details of this rating

*This is the third of a group of three articles by Dr. McMurry on the salesman's turnover problem. The first and second appeared in SALES MANAGEMENT for March 15 and April 1.

**Other valuable by-products of these ratings are improved insights on the part of the raters into their subordinates' job difficulties and assignments, into their performance on their jobs and into their attitudes as supervisors toward them as individuals. (In most instances they have never had occasion to analyze their subordinates as thoroughly and systematically before, even though they may have worked together for years.) The knowledge of the man's or woman's strengths and weaknesses as yielded by this procedure is particularly helpful in guiding the supervisor in handling him on a day-to-day basis. The plan also emphasizes constructive assistance by the salesman's superior in helping him to improve himself. (It motivates the supervisor not to forget this responsibility by requiring that he commit himself to management to help those who report to him.) It likewise provides a basis for building a pool of promotables. Finally, it yields information of value in counseling and making wage and salary adjustments.

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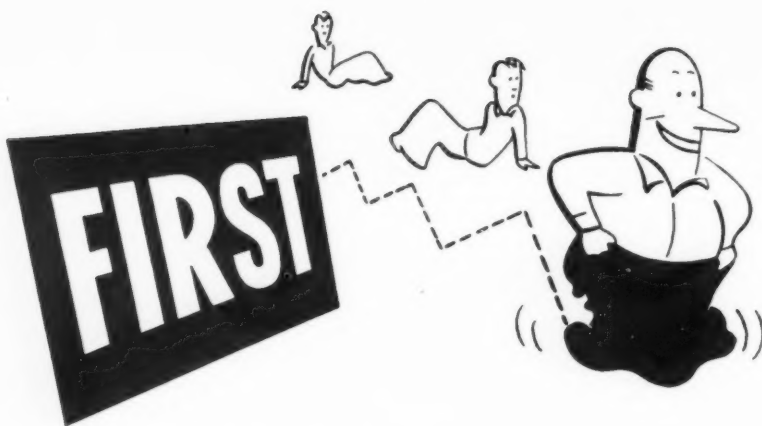
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program see "The Patterned Merit Review Plan," Dartnell Corp., Chicago, 1951.

Ratings or evaluations such as these are invaluable in appraising conditions in the field for several reasons: First, they provide a surprisingly specific detailed and reliable inventory of the company's human assets and liabilities. When these ratings are collated with the results of the statistical survey of turnover and the findings of the opinion poll, a sharply etched and often startlingly revealing picture of field conditions emerges. This is particularly true with respect to the qualifications of supervision. Their strengths and weaknesses come into sharp focus because they are seen from *three* perspectives: that of their *subordinates*, as yielded by the opinion poll; that of their *superiors* as provided by the ratings and that which they unconsciously reveal of *themselves* as they rate their subordinates. (A typical revealing rating was made by a particular field supervisor who classified one of his men as "Outstanding" because "he never took any action without asking his superior [the rater] first.")

When Supervision Is Weak

If, on the basis of the collated findings of the survey of turnover, the opinion poll and the patterned merit reviews (ratings) it appears that some of the supervisors are deficient in their qualifications for their positions, they should be studied further. If a measure never has been obtained of their intelligence, they should be tested. If a review never has been made of their backgrounds of experience, education and family backgrounds, this should be done. It is imperative that if a final appraisal is to be made of the competence of field sales management at all levels, and a program instituted to help them, it be based on complete and relevant facts, not on hearsay or superficial impressions. In such a study particular emphasis should be placed on the supervisor's ability to:

. . . Accept responsibility and exercise self-reliance.

. . . Exercise sound, realistic, non-emotional judgment under pressure.

. . . Exhibit drive, initiative, imagination and creativeness.

. . . Plan and organize his work and that of his subordinates.

. . . Gain the trust and acceptance of his subordinates and customers.

If any member of field sales management is seriously deficient in any of the foregoing five qualities, he will have difficulty as a leader and ad-

administrator, regardless of the level of his responsibility and his competence as a personal salesman. Almost invariably the morale of his unit will be poor. In consequence his unit will almost certainly be characterized by poor productivity and excessive turnover.

A fact-finding study of the field and home office operations, as has been outlined above, will probably appear to many sales executives to be unnecessarily detailed and cumbersome. They will seek for something simpler and quicker—a panacea of some sort. Consciously they will rationalize their resistance to such a program as has been described on the ground that it is too formidable, too time-consuming and presumably too costly. This is a "good" reason for not attempting to get at the roots of poor morale and excessive turnover. Unfortunately, it is not always the "true" one.

Too Little Courage?

The truth is that many executives deep in their hearts, desperately fear to face the facts which such a study might bring to light. Anxiety is rife in nearly every business organization; as a rule, the greater the responsibility of a position, the more reason the incumbent has to feel anxious. More than one major sales executive is facing responsibilities to which, because of his basic dependent needs, he is not equal. In consequence, he dares not risk any action which might threaten either his status or his security.

Because the anxieties of such an executive are too painful for him to face (He, of course, has no insight into the extent of his dependent needs.), his fears have been put out of his consciousness (repressed); he has no awareness of them. In many cases, nevertheless, his whole life has already become an endless flight from his anxieties and insecurities: a flight which may cause him to seek refuge in preoccupation with detail, in chronic worry, in endless procrastination, in outright denial of his dependence (the "tough guy"), in the Nirvana of the bottle or, more subtly, in such psychogenic symptoms as ulcers, colitis or an allergy. In such individuals their emotional equilibrium is often very delicately balanced. Little is required to overwhelm them with panic.

The thought of a searching study of their operations by management can, in consequence, be extremely anxiety provoking. Once the lid has been removed from Pandora's box, all



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manner of dreadful things may flutter into view. Hence their instinctive defense reaction is not to make a study. If one is suggested, it must be discouraged at all costs. One of the most plausible excuses to justify inaction is that such a survey is "unnecessary—we already know conditions in the field" or that it might "upset the field personnel." Since, in the face of excessive turnover, something must be done, it is less risky to buy a panacea: a sure-fire test battery for initial hiring or a canned training program for the field. It may not

do much good, but at least it will not produce any distressing revelations of managerial or supervisory incompetence. This constitutes the *first* resistance to remedial action.

Second, even where top sales management is willing to approve such a study of the causes of poor morale and turnover, it may not be willing, subsequently, to take the corrective action which the findings indicate to be necessary. At first blush, the institution of a corrective program appears to be simple and easy: All that is required is to make the changes indicated by the survey, poll and ratings. Unfortunately, in actuality it is far from being an easy matter. A variety of barriers and resistances is almost invariably encountered in management itself and in the field.

The chief and most significant barrier to remedial action, no matter how badly it may be needed, is that it always demands a *change* of some sort. Nearly every person, practice or policy in the organization will be to some extent affected. Change is feared, resented and resisted in a business establishment for several reasons: To begin with, change is always potentially dangerous. There is security in the tried and true. Any innovation, no matter how innocuous, and seemingly beneficial, *can* lead to trouble. If a strong undercurrent of anxiety permeates the organization, no one will care to take the responsibility for authorizing the change. Furthermore, if the change is made, everyone tends to feel uncomfortable in anticipation of trouble. Hence, such risks must be avoided where and whenever possible.

More Barriers to Action

Second, as already indicated, some of the findings of the study may reveal weakness and incompetence on the part of sales and supervisory personnel in the organization. In consequence, rather radical shifts in staff duties and responsibilities may be necessary, including some which will constitute demotions. Since these will represent threats to the security and status of those affected, they will be resented and resisted. Furthermore, they will produce reverberations throughout the entire enterprise. (Each unaffected employee will think, "This *could* also happen to me.") The demotion or separation of a clearly undesirable employee under these circumstances may be compared to the surgical extirpation of a diseased member of the body: It may be necessary but, nevertheless, it constitutes a shock to the system as a

whole. In addition, because of the influence of such factors as personal acquaintance, long years of service or company politics, action of this character is often difficult to take. It demands strong and self-reliant top management to take these steps.

Third, in the area of company practices or policies, customs and traditions may have been long established. As such, they have become habitual to company personnel. But habits resist change. Even when the change may be obviously for the better, it is still resisted. The organiza-

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tion may have acquired a certain rigidity of structure which makes it relatively inflexible. Altering it is like attempting to change the shape of a balloon. It yields to pressure, but resumes its original shape immediately when the pressure is removed. Changes can be ordered and enforced by management fiat. However, once management's interest in the reform slackens, a retrogressive tendency begins to appear at once. The *status quo ante* is quickly restored. Hence, even if changes are instituted, they should constantly be followed up or they will be lost.

The Compensation Problem

Fourth, and of major importance, many of the conditions revealed will be costly to remedy. For example, there may be almost universal dissatisfaction with the company's compensation plan or its allowances for travel or the use of the salesman's car. Moreover, these complaints may be justified. The company's plan may be inferior to those of its principal competitors. On the other hand, wages may account for as much as 70% of the sales dollar. To make an adequate adjustment in compensation may place the company in an awkward competitive position. Under these circumstances, top management will be severely tempted to temporize; to delay in making the adjustment in the hope that the situation is not so bad as pointed out and that the company can avoid making the wage adjustment without experiencing too much ill will on the part of the field organization.

When top sales management is faced with the problem of poor morale and its inevitable concomitant, excessive turnover, among its field personnel, it must choose between two alternatives: It can, in essence, do nothing. It can blind itself to the realities of the situation and deny that it has a problem or it can indulge in wishful thinking, placing its faith in some simple and inexpensive gadget or gimmick which promises a magic solution to their difficulties. Interestingly enough, this approach is not so futile as it seems; problems do sometimes solve themselves and these magic talismen do seem occasionally to work. Actually when this does occur these executives and supervisors have just happened to be lucky, without recognizing it themselves. Such solutions tend generally to be frail reeds on which to lean.

The other alternative is to face the facts unpleasant though they may be, and take whatever remedial action

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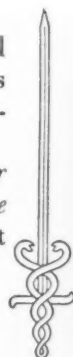
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may be indicated. Paradoxically there appears to be no middle way, no compromise solution. Either management does nothing and hopes for the best or it must go all out and do the complete job. The reason for this is that half-way or compromise measures tend to boomerang. The "point of no return" is reached early. For example, a company conducts an opinion poll and an appraisal program. This brings to light a number of conditions which are badly in need of correction. Furthermore, because such findings are difficult to keep secret, the tenor of the findings becomes public property. Because most of the conditions which have been brought to light have for a long time been recognized as undesirable by everyone but management, it is expected to take appropriate action immediately once they have been brought to its attention. If it fails to do so, it is immediately charged with lack of concern for the employees' welfare. The fact that the company has made a survey, has taken an opinion poll, has appraised its personnel obligates it in the employees' minds to take remedial action. If it fails to do so, this is interpreted as an evidence of bad faith on management's part. The re-

sult is a further lowering of company morale.

Either the company must decide to carry the study of conditions through to the correction or at least discussion of the causes of poor morale and turnover or it must do nothing at all (other than to continue to absorb the cost of turnover). It is necessary to

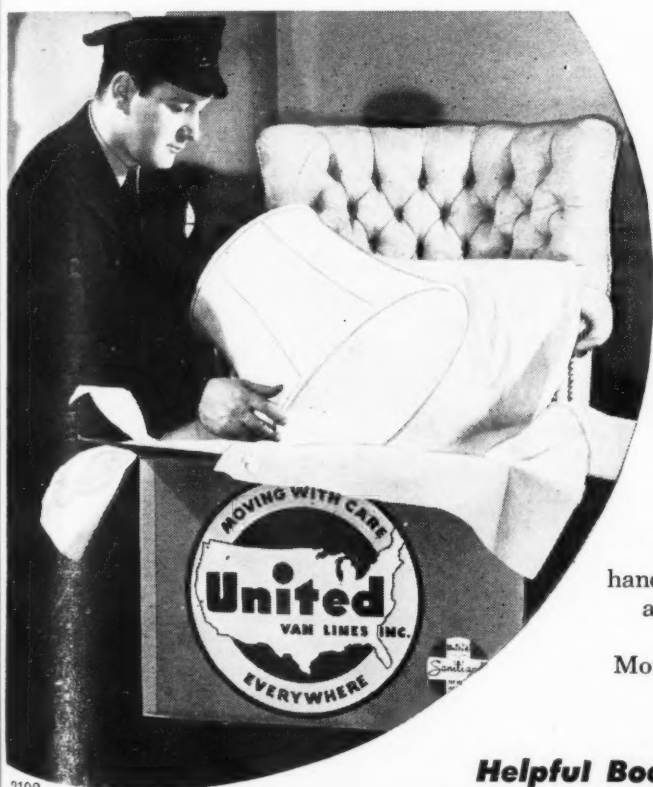
About Reprints:

The three articles by Dr. McMurry, of which this one is the third, will be reprinted together, will be available through Sales Management's Readers' Service Bureau about April 25. (The first two of the series appeared in Sales Management for March 15 and April 1.) Price per copy: 50c. Address Readers' Service Bureau, Sales Management, 386 4th Avenue, New York 16, N. Y.

recognize at the outset the need for taking action on the findings of the study. Otherwise many executives, when they discover that conditions are not too bad, will succumb to the temptation to let well enough alone.

Once they have been reassured that the danger of trouble is not too acute, they lose interest. They forget that as far as the employee is concerned, in taking no action the company is guilty of a breach of faith; that implicit in any study of this character is the promise to correct legitimate causes for employee complaint. If nothing is done the employees feel cheated; they have once more been rejected by management.

Abnormally high turnover in a sales organization is a symptom of sick personnel relations. It offers clear, costly and continuing evidence that something is seriously wrong. Using the techniques outlined above, it is possible to ascertain the location, intensity and principal causes of the trouble. This is relatively easy to do. As already indicated, the difficult problem is to get something done to remedy the conditions which have been revealed. This is a responsibility which rests squarely in the hands of top sales management. It cannot be escaped. No one else has the power to effect the necessary changes. Nor are there any satisfactory substitutes for direct action or any panaceas, gimmicks or quick tricks. If top sales management is sincere in its desire to



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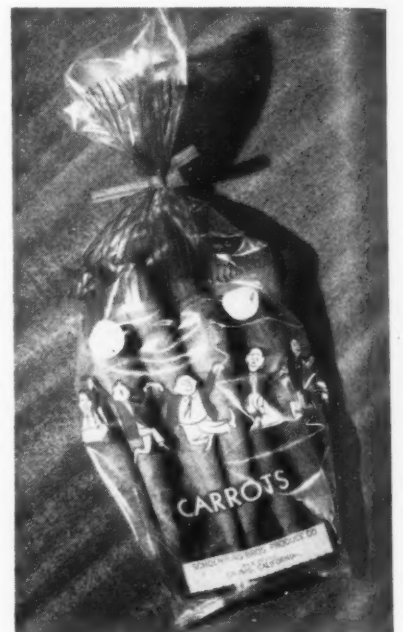
reduce turnover, it must be prepared to face some unpleasant facts; many of which it would prefer not to believe exist, and take appropriate action, costly and difficult though this may be.

Furthermore, the need must be recognized by major company executives as a *continuing* one. Morale is not appreciably improved and turnover reduced solely by "brief therapy": A temporary or "one shot" corrective program which, having been instituted, is quickly forgotten by management. Polls and appraisals should be repeated at least once a year. A business organization, being comprised of people, is never static; it is always changing. Consequently, if not periodically restudied, it is likely to retrogress and the conditions which have been corrected tend to slip back to where they again cause dissatisfaction.

From a purely short run and selfish point of view, a constructive program to improve morale and reduce turnover is economically justifiable because poor morale and turnover are costly. Money spent in improved selection, training, appraisal, supervisory development and communication, as well as in insuring fair and adequate compensation, should bring a more than proportionate return dollarwise. But the forward-looking employer today is gradually recognizing that his responsibility to his people transcends the mere provision of the means of sustenance: He has some social responsibility as well. Just as child labor and the sweatshop of the turn of the century have been replaced by better working conditions, so the employer of today and tomorrow must begin to concern himself more and more with his employees' psychological welfare.

It is ceasing to be permissible to regard the members of a field sales organization as faceless and voiceless nonentities who should be happy to have any job at all and grateful to the employer for giving it to them. The divine right of the boss to command solely because he has a little more seniority or influence with his superiors is becoming passe. The old, purely authoritarian philosophy of industry which exploited economic power to permit government without the consent of the governed is being changed. The wave of the future moves toward a recognition of the values of greater participation, status and recognition of employees at every level in the company, both in and out of the field. Insuring them fair and just handling is the first step in this direction.

If the employer does not take these steps on his own initiative, it is almost certain, in view of present trends in industrial relations, that he will be forced by the unions and the government to take them. In the long run it will be better to take them voluntarily and reap the reward of improved morale and lessened turnover.

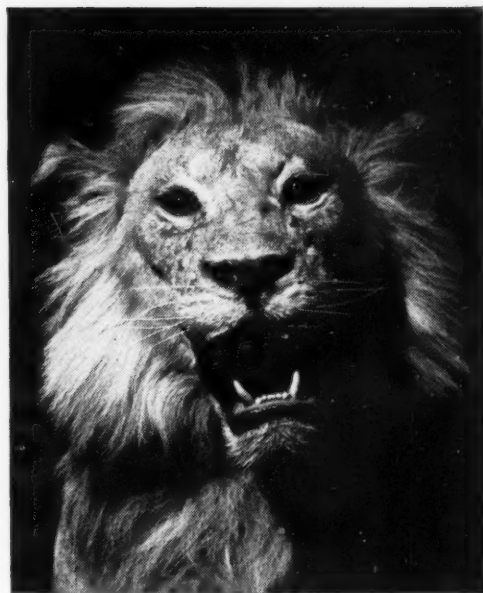
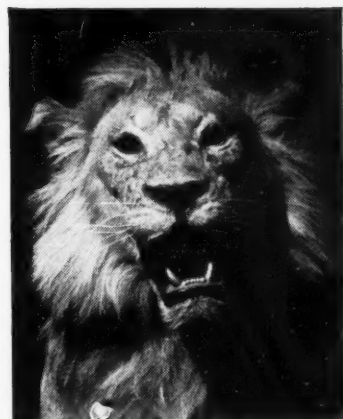
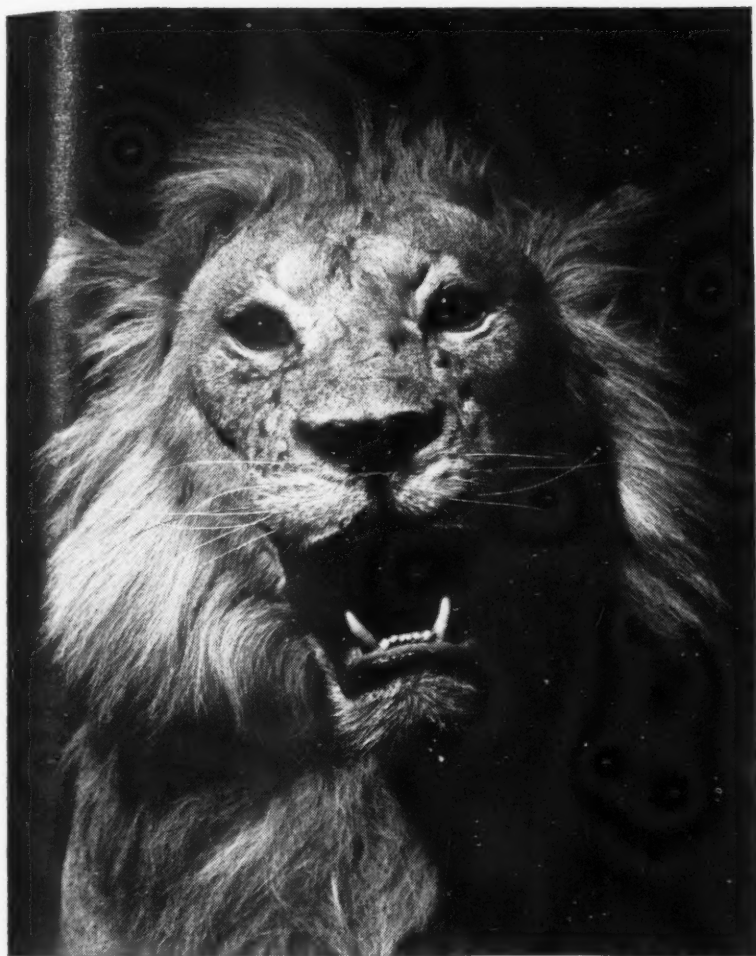


How Nine Bold Brothers Bagged Bigger Sales

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The bags are something in themselves. One-pound bunches of carrots are sacked in a re-usable polyethylene bag, tied with "twistems." Decorated with nine jolly characters, bags illustrate the "Nine Brothers' Brand." Caricatures are not faithful facsimiles of the Schoenburg crowd, but that doesn't seem to make much difference—the brothers have noticed that more people seem to be eating carrots lately.

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We're convinced that every single one of

our accounts deserves the best kind of planning, thinking, and service the agency can offer.

We like to think that over the years this approach has played some part in helping a lot of little lions grow into big ones.

And a lot of big lions grow *tremendous*.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

Things You Should Know About Social Security

With a Government pamphlet, you can easily explain to self-employed salesmen benefits they can obtain now for the first time under Social Security. A "maybe" for the future: group policies covering your dealers and agents.

BY JEROME SHOENFELD • Washington Editor

The majority of independent businessmen—many of them self-employed salesmen—probably learned about their new Social Security coverage when they filed their 1951 income tax returns. Form 1040 includes a new "Schedule C," under which a man earning more than \$400 is taxed 2¼% of his net income, that is, after all deductions up to \$3,600. Then he paid \$81 as his contribution to Social Security. Since 1937, employed people have had this tax deducted from their pay checks.

Now that they've paid their money, it's up to your agents to get their Social Security cards, making sure

that what they've paid is properly credited to them. Perhaps, it would be a good idea for manufacturers who sell through agents, canvassers, etc., to remind them. Some already have. In doing so, it would be sensible to stress the benefits.

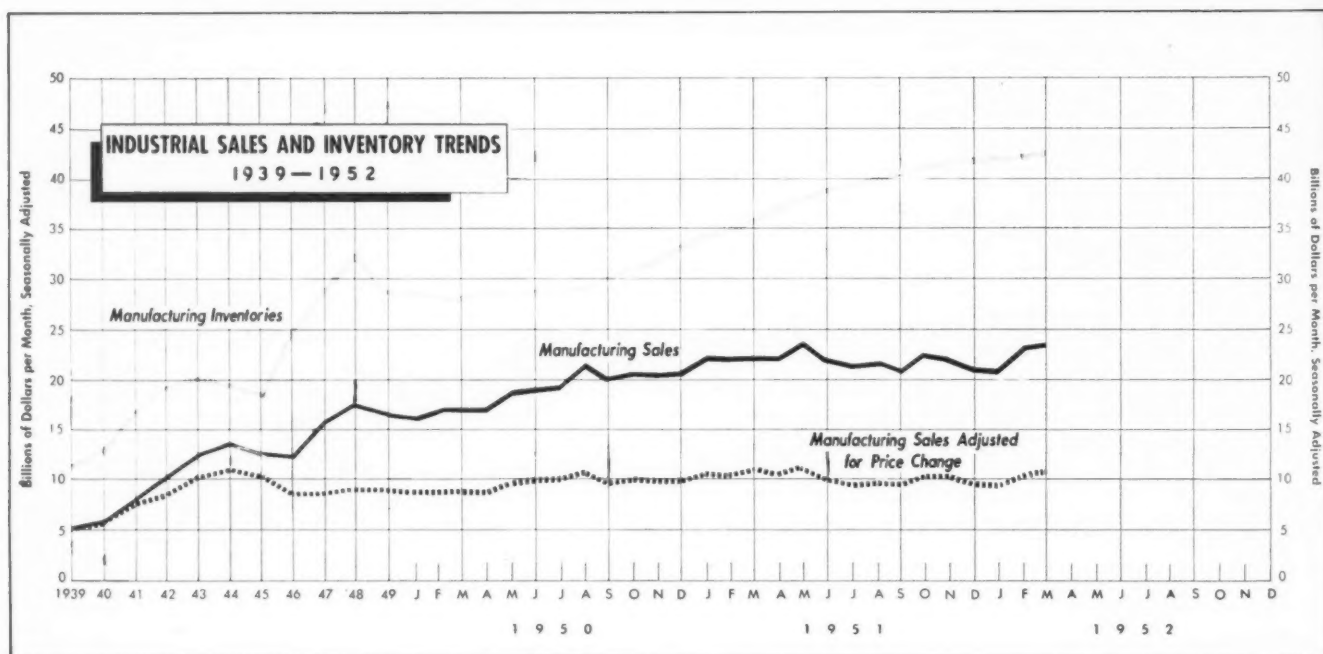
The most attractive feature of the new Government policies is the life insurance. A man is covered if, within the three years before his death, he has paid in the premiums for any six calendar quarters. A "quarter" means the three-month period, January-March, April-June, July-September, October-December. Then, his survivors are entitled both to small lump

sum payments and to continuing monthly incomes.

The survivors' pensions are pretty substantial additions to a man's ordinary life insurance. Security Administrator Oscar R. Ewing estimated that the survivors of those killed in the recent railroad wreck at Woodbridge, N. J., would get at least \$1,160,000. He figured monthly payments averaging \$45 to their widows and of \$44 to each dependent child, plus average lump sum payments of \$180.

Such payments to survivors are based on the retirement pensions the insured had built up. Depending on a man's earnings, these range from \$20 to \$80 a month. The survivors of a man who'll be entitled, on retirement, to an \$80 pension might get \$150 monthly, plus \$240 at once. The calculation of survivors benefits, as well as the rules governing who is entitled to them, are complicated. But in general, the Government gives the money to people who ordinarily would be named as beneficiaries in a purchased policy—wife, dependent minors, etc.

The pensions are less attractive. The maximum of \$80 a month obviously is not enough to live on. Moreover, a man of retirement age—over 65—loses even that if he earns more than \$50. But, there's a lot of dissatisfaction with this clause, which



Manufacturers' sales in March amounted to \$23.2 billion, (seasonally adjusted), but in terms of 1939 wholesale prices for manufactured goods this would represent \$10.7 billion of shipments, more

than double the 1939 level. Shipments in February marked an upward turning point after several months of decline, reflecting a slight Spring upsurge in durable goods sales, mostly of defense nature.

Westinghouse Puts Show Room "On the Road"

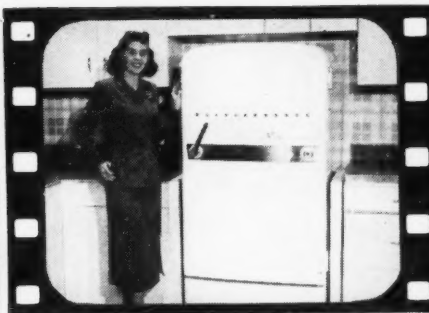
with SPOT MOVIE ADS in Theatres



On the screens of theatres coast to coast, Westinghouse dealers demonstrate home appliances with talking, moving pictures to more than six million prospects a month. These six million are not just "subscribers" to these demonstrations; they are intent watchers who get the full impact of sight, sound, and action combined. Shown here are scenes from a typical Westinghouse Spot Movie ad.



Using the power of the movies to dramatize, this interesting Westinghouse SPOT MOVIE AD contrasts the "headaches" of old-fashioned housewives with the conveniences enjoyed



by today's modern homemaker. SPOT MOVIE ADS are shown as part of the regular theatre program — get virtually 100% attention from audiences comfortably seated, relaxed and re-



ceptive. You have over 15,000 theatres to choose from — on a completely selective theatre-by-theatre basis. Get in touch with our nearest office for full information.

MOVIE ADVERTISING BUREAU

NEW YORK: 70 East 45th St.

CHICAGO: 333 North Michigan Ave.

NEW ORLEANS: 1032 Carondelet St.

KANSAS CITY: 2449 Charlotte St.

CLEVELAND: 526 Superior N.E.

SAN FRANCISCO: 821 Market St.

reflects the point-of-view of the depressed thirties, when incentives against working were needed to cure unemployment. Now, it's noticed that the law operates against the man who most needs his Social Security pension, who is without either savings or well-to-do relatives. The rule against older peoples' working was loosened once and probably will be again.

There's no problem about a sales agent's paying his Social Security taxes. The form takes care of that. But people who have paid up, have neglected to get their Social Security cards and to insure title to their benefits. A manufacturer might well explain this to those of his salesmen who aren't on the regular pay roll.

One easy way to tell them is to circulate the literature on the subject already published by the Federal Security Agency. One 14-page booklet, "Do You Work for Yourself?" briefly explains who's covered under the new law, how much they must pay and what they get. These cost 5 cents each at the Government Printing Office, Washington, D. C.; but bulk orders of several hundred are honored at 3½ cents each. The local Social Security Office also has a more detailed pamphlet, "Your New Social Security." These have been given

away free, one at a time. No price has yet been set on bulk orders. Metropolitan Life Insurance Co. which circulated a great many, did it by borrowing the plates and printing its own.

This Government literature, regrettably, won't help a man to calculate exactly how much Social Security credit he's building up. He can't from the booklets decide how much insurance he possesses automatically, going on to determine what more he needs. The booklets advise him to visit the local Social Security office to find out. In a big city, this is listed in the telephone directory under, "United States Government—Social Security." Outside the big cities, the local postmaster can give the address.

If you're thinking of posting your agents, there's the question of just whom to tell. Now, city and traveling full-time commission salesmen are covered, like salaried employees; so are driver salesmen other than those in the milk business. Uncovered are manufacturers' agents, canvassers, wholesale and retail outlets, etc. Its among these that you must select. Since the cost of circulating a little Government—or your own—literature—isn't much greater for additional agents, there might be nothing

against covering every outlet, even the occasional buyer.

There's a possibility that such a venture will prove just a beginning. It was Social Security for employees—along with high taxes and the exemption of payments into pension funds—that set off the big boom in group company policies. Social Security for agent salesmen may well set off a new one. Since the agents sooner or later will probably start thinking about it, it may be a good idea for their suppliers to keep a jump ahead.

Washington is alive with a new idea. Will group policies multiply among the self-employed as they already have among wage and salary workers?

Why Not?

A high official of the Federal Security Agency wonders whether, in time, it will be a matter of course for a manufacturer to take out a group policy—pensions and life insurance—for his outlet proprietors, his agents, etc., as it is for an employer to cover his staff. Employee pensions build up interest in the company, keeping the staff together. Sometimes, contributions from the boss vary with the worker's performance, which inspires harder work. Couldn't a manufacturer work out a similar deal.

Washington experts think that all this will come, but that that time isn't quite yet. More legislation is needed. At present, payments into employees' funds are untaxed; payments into like funds for agents probably would be taxable income. As matters stand, many agents would rather have the cash. A law will have to be passed. There's now a bill letting doctors deduct from taxable income their payments into pension funds, which, it's thought, will pave the way. For the company itself, payment of premiums would rank as part of the agents' commissions and would be deductible along with other sales costs.

FTC men say that no legislation would be needed to secure against allegations of unfair trade practice—a charge, for instance, that the pension funds were lures to keep competing suppliers away. Being commissions, the payment of premiums could be based directly on last year's sales volume. Some lawyers would fret about whether funds, in some way, turned a company's agents into employees, for whose actions it became responsible.



LET'S SEE—where are the Pyrex measuring cups? The full line of Pyrex ware is, in fact, arranged for sight-shopping on this new Pyrex Bar in hardware and department store housewares departments. Up top are six transparencies illustrating imaginative uses of the ware. Fixture developed by William Melish Harris and The Salt Lake Hardware Co.



Ever since you were knee-high to a hop-toad, you've heard about America's wonderful *natural resources*—the bountiful fertile fields, the towering timber growth, the boundless water power, and the untold wealth of gold, iron, oil, silver, coal and other natural treasures that lie buried in the ground.

Is it because America has *more* natural resources than any other country that Americans enjoy the world's highest standard of living? No—many countries have as much—some have more.

Then is it because Americans *do* more with what they've got?

Yes! And the reason is as plain as the nose on your face. It's because Americans are free to develop their natural resources—and their natural resourcefulness—in the wholesome climate of *open and strenuous COMPETITION*.

COMPETITION—not “regimentation”—is what eggs a man on to do his best.

COMPETITION—not government control—is what urges a business to give its customers ever greater value for their money.

So let's say “NO SALE” to the *ism* peddlers who would have us swap our U. S. A. system of free competition for their “planned” regimentation—trade our U. S. A. freedom and plenty for their serfdom and poverty!

* * *

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THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER

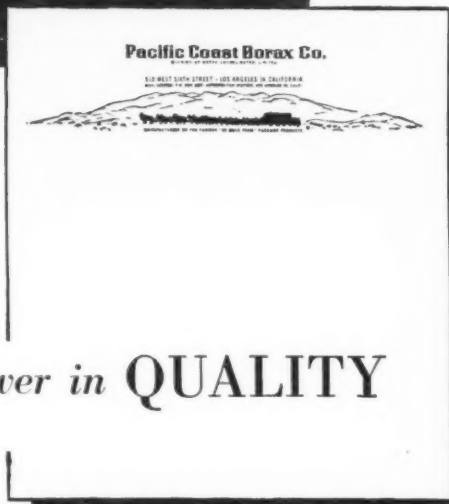
APRIL 15, 1952

145

Prominent Users of Strathmore Letterhead Papers: No. 98 of a Series



A 20-mule team pulling borate ore wagons across Death Valley. Long since replaced by railroad, this mule team transportation is considered one of the most remarkable feats in the pioneering development of the United States.



Pulling Power in QUALITY

In 1864, when the first borax operations started in California, the total output in this country amounted to just twelve tons. Soon, with the help of mule teams, two and a half million pounds were being hauled from Death Valley each year.

Closely allied with the industry's development and expansion has been the history of the Pacific Coast Borax Company. Its first crude mesquite fire refineries have become large modern plants. Mule teams have given way to rail transportation. Through ingenuity and research the company has continually improved production methods, and has introduced a greater variety of borate materials than any other producer in the world.

Companies with a reputation for quality production, like Pacific Coast Borax, value the distinctiveness of a Strathmore letterhead paper to interpret their business character to their correspondents.

When you want to convey the character of *your* company, consider the importance of your letterhead. In every letter written on Strathmore paper, quality is evident to the touch and to the eye. Let your supplier show you samples... see for yourself how truly expressive Strathmore letterhead papers really are.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond. Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE MAKERS OF FINE PAPERS
Strathmore Paper Company, West Springfield, Massachusetts

Five Cockeyed Ideas Salesmen Entertain about Advertising

(Continued from page 25)

V. "I am bored with our ads; it's about time we had something different!"

The purpose of advertising is not to intrigue those who sell the product with its cleverness, but to intrigue the public with the product. Those who are closest to the advertising see it far more often than do those for whom it is intended. Little wonder that they "tire" of it so soon. The writer once labored over an idea which the client recognized as a particularly fresh and apt approach to his product story—something which the industry had been needing a long time. The advertiser first saw the idea in a rough layout form, then in the comprehensive layout form, then in the finished art form ready to go to the engraver. When he finally saw the engraver's proof, he said, "Do you know, I get the feeling that this is an old idea. I wish we could think of a fresh way of telling our story." And the public had not even seen the advertisement as yet! This experience is not uncommon in advertising.

Some advertisements have to be changed continuously because of the nature of the business. For example, a retailer will publish a fresh advertisement every day, telling about new merchandise, new styles, new prices. National advertising of high-style merchandise likewise changes as fast as do the styles.

Most national advertising, however, is devoted to selling the same product day after day, with only occasional new styles or features to report. Here the problem is to learn what there is about the product that will benefit the user most, and to interpret that value in a way which will mean most to him. This concept usually serves as a theme around which all the advertising is built—each advertisement telling the same story in a slightly different way. Sometimes one advertisement does the job so well and with such a wallop that it serves as a continuing campaign all by itself.

The best informed users of advertising are the mail-order houses whose coupon advertisements asking for a direct order appear in magazines and newspapers. Their advertisements do not have the benefit of salesmen, dealers, or store promotions to help bring in the business. Either the advertisement produces—or else!—and the record sheet tells the exact score


every time. To such advertisers a good advertisement is almost as precious as a good product, and from their experiences all who are interested in advertising can learn much. About 25 years ago an advertisement for the Sherwin Cody School of English was headed "Do You Make These Mistakes in English?" It out-pulled, by far, other advertisements against which it was tested. It has been run time and time again since then, without any change except the picture of Sherwin Cody, who has meanwhile become quite gray. An entire business has been built upon that advertisement. If that were your business, would you drop that advertisement because you were "tired" of it? Many national advertisers, likewise, adhere to the same theme, if not to the same advertisement, for a long time. For over 20 years an advertisement headed "Often a Bridesmaid but Never a Bride" has been helping to sell carloads of Listerine. The Hamilton Watch Co. has been using a set of advertisements at Christmas time for years, the famous "To Peggy" "To Jim" advertisements which seem ageless in their power to sell watches far better than most other watch advertisements. Who can get bored with such results?

Value of Reuse

It may appear strange that advertising, which seems to thrive on originality and novelty, keeps on reusing "old" ideas. The answer is fourfold: First, not all people who look through a publication turn to all the pages in it. Second, we "see" only those things that interest us at that time. For example, not until you become interested in getting an outboard motor do you suddenly discover how many advertisements of such motors are appearing in the publications you have been reading for years. At that moment the advertisements are "new" to you—and then you read every word of every such advertisement. Third, the readership of a magazine and the audience of a radio or television show is constantly shifting. Each issue or broadcast brings the advertiser some fresh prospects. Finally, it takes people a long time to make up their minds to buy something, or to change their habit of asking for another brand. The greatest sin of advertising, as of personal selling, is to become too bored to call on a prospect just when he is ready to give you his order.

MORAL: They don't change the tunes of South Pacific because the cast gets tired of the same old songs.

THE FORT WORTH MARKET IS



BIG... WITH

BIG PAYROLLS!

..annual livestock payroll--\$20,000,000..

..annual manufacturing payroll--\$83,298,000..

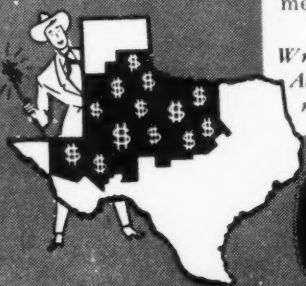
..annual aircraft payroll--\$100,000,000..

Yes, payrolls are **BIG** in FORT WORTH ... and **diversified**! Average net effective buying income per family is \$5,570. Industries and payrolls are expanding and new industries and payrolls are coming into Fort Worth and the 100 county Fort Worth market daily.

.. the Star-Telegram covers this market

In 60 of 100 counties, the daily and Sunday Star-Telegram dominates in family coverage with the largest circulation in Texas, over 215,000 net paid. It's your best media to sell this rich market.

Write Amon Carter, Jr., National Advertising Director, for complete market and circulation analysis.



The FORT WORTH STAR-TELEGRAM

AMON G. CARTER publisher

LARGEST CIRCULATION IN TEXAS . . . without the use of premiums, schemes, or contests — "Just a Good Newspaper"

University of Georgia Starts Professional Sales Fraternity

Objective: to draw in top college graduates as future sales executive careerists, and revivify the field. Other universities soon may set up own chapters of Pi Sigma Epsilon.

Sales executives in the Atlanta area have joined with professors and students of the University of Georgia, Atlanta Division, in forming Pi Sigma Epsilon, signifying "Future Sales Executives."

Both the working sales executives and the academic group feel that a professional sales fraternity will help to stimulate interest in selling among college men, will help to develop higher standards in the sales and sales management field and will in time grow into an organization of parallel importance with many other professional fraternities that have been established for several decades.

Committees are working on standards and objectives which are expected to be ready by September, 1952, at which time the Atlanta organization will be completed and a drive started for chapters in other universities.

Faculty members of the Division of Marketing, School of Business Administration, in the Atlanta Division

of the University of Georgia, have been toying for several years with the idea of establishing such a national professional fraternity, with the movement spearheaded by Dr. Henry G. Baker, chairman of that division at the university.

A series of preliminary meetings in the fall of 1951 finally resulted in an organization, with an election of officers and a charter initiation fee. It was decided that 30 undergraduates at the school would be invited to participate as founder members, also 30 professional sales executives from the Atlanta area. These 30 professional members are to constitute the alumni group, and as a student graduates, he moves into this area.

Students pay a fee of \$10 for initiation, and professional sales executives \$15. The Atlanta Sales Executives Club has contributed \$250 for the purpose of furthering this cause, which is designed to raise collegiate standards in the field of sales and sales

management and to give students a greater pride in their chosen profession.

National Sales Executives, Inc., is watching the movement with interest and may make a financial contribution if the project seems to be one which has sound merit.

The Atlanta group has several committees working on refinements—one on the design of a key and others on the final points of the charter, by-laws, constitution, initiation ceremonies, and the very important one of standards which colleges must meet in order to qualify for a chapter.

The following "National" officers have been elected: Lewis Gordon, vice-president, Citizens and Southern Bank, Atlanta, Ga., president; Bip Farnsworth, assistant to the president, Georgia Power Co., Atlanta, Ga., vice-president; Dr. Henry G. Baker, chairman, Division of Marketing, School of Business Administration, Atlanta Division, University of Georgia, Atlanta, Ga., treasurer, and Marion Coats, student, School of Business Administration, Atlanta Division, University of Georgia, Atlanta, Ga., secretary. After the election of the "National" officers the Alpha Chapter was organized at the School of Business Administration, Atlanta Division, University of Georgia, consisting of the 30 student charter members. This body, too, must complete its by-laws, constitution and other paper work within the next few weeks.

Readers interested in sponsoring college chapters elsewhere should get in touch with Dr. Henry G. Baker, Chairman, Division of Marketing, School of Business Administration, Atlanta Division, University of Georgia, Atlanta 3, Ga., or Lewis Gordon, Vice-President, Citizens and Southern Bank, Atlanta.

"Complete Local Coverage Sells Food Products", Says President of Large Grocery Chain

Sioux City, Iowa: "In the grocery business, complete local coverage is what we must get when we buy advertising," says Mr. T. C. Grindberg, president of Tolerton & Warfield Company, wholesale grocer and exclusive supplier of 90 Council Oak Stores in Sioux City and the Sioux City retail trade area.



T. C. Grindberg

"Dollar for dollar and customer for customer we use the Sioux City Journal & Journal-Tribune newspapers consistently, for high food sales volume!" Mr. Grindberg has again proven the old adage that; all business is local.

Sioux City is located in the heart of the rich midwest, has a metropolitan area population of 102,917, is the third largest stocker feeder market in the world and rates third highest in the nation in total cattle receipts.

*Sioux City, A.B.C. Retail Trade Area
(49 counties in Iowa, Nebraska, South Dakota, Minnesota).
Population—818,400 "Buy Minded" people.

A Better Mouse Trap . . .

"If conditions make it necessary for you to wait in our reception room, just sit back and read about us." Dollinger Corp., Rochester, N. Y., makers of industrial filters, offers that suggestion in a friendly brochure which visitors receive on arrival. It takes the chill out of cold-turkey calls. For copies, write F. Leslie Dollinger, Dollinger Corp., Centre Park, Rochester, N. Y.

Champion Leo Drake Plows a Straight Line...

LEO DRAKE, Memphis, Missouri, is the winner of the National Plowing contest held last summer at Bethany, Missouri. Thousands saw Leo's demonstration when he plowed his way to victory!



and so does **MISSOURI RURALIST!**

Yes sir! Missouri farmers know how to plow a straight line to better farming, greater yields, and bigger dollar returns. Missouri Ruralist is tailored for Missouri's special problems and

advantages; accordingly, Missouri farmers like Leo Drake rely on the Ruralist for this specialized information—information they can put to work on their own farms with confidence!



Typical of Missouri's progressive farming is this handsome new elevator on the Leo Drake farm, Memphis, Missouri, said to be one of the finest buildings of its kind in Northeastern Missouri.

MISSOURI is a BILLION DOLLAR Farm Market

Missouri has the sixth largest farm cash income in the country...and for almost a decade has rated in that exclusive group of "billion dollar states!"

Belief in MISSOURI RURALIST SELLS FOR YOU

Missouri farmers and their families look to Missouri Ruralist for information they can trust—and use! Your advertisement next to these trusted editorial columns gives you the same friendly support. That's why you need Missouri Ruralist to sell this vast farm market. Write for complete information today!

PUBLISHED BY CAPPER PUBLICATIONS

Missouri Ruralist

Business Office, Topeka, Kansas

Editorial Office, Fayette, Mo.



APRIL 15, 1952

Rapid Shifts in Brand Preferences Shown in Milwaukee Market Study

Annual *Journal* analysis reveals gain in week-end shopping sprees in supers, decline and fall of many major brands of foods and drugs, saturation point of major appliances.

Housewives in the greater Milwaukee market do 85% of their major food market shopping on Fridays and Saturdays—50% on Friday and 35% on Saturday; their patronage of independent stores is little more than half of what it was in 1945, and for five years in a row A & P super markets have received the preference vote over both the competing chains, and the sum total of all independent neighborhood stores. Currently A & P supers are the place where 34% of Milwaukee families buy most of their groceries, and neighborhood independents get only 27% of the business whereas in the years 1943 through 1946 they averaged 49%.

Markets to be Covered

These are highlights from the 29th comparative Consumer Analysis prepared by *The Milwaukee Journal*, and released last week. Early in May the major findings from the 1952 *Milwaukee Journal* report will be incorporated with similar consumer analyses as the "1952 Consolidated Consumer Analysis." Other markets to be covered are Washington; Portland, Me.; Indianapolis; Columbus, Ohio; St. Paul; Duluth; Omaha; Salt Lake City; Seattle; Spokane, Sacramento; Modesto; San Jose and Fresno.

The Milwaukee Journal's report covers the buying habits of 5,000 random-selected families in the following major groups of household expenditures: foods, toiletries, beverages, homes and appliances, and automotive. A prime reason why it is such a widely used guide by sales and advertising executives is its continuity. At a glance readers can see year-by-year trends for groups of products and for individual brands.

For example, the use of cake mixes has increased from 24% in 1948 to 66% in 1952, but there has been a marked shake-down in the number of brands on the market during that

same four-year period—from 38 brands to 22; in 1949 only 16% of the housewives used Pillsbury's cake mix but the figure jumped to 38% this year. Swansdown made a less spectacular gain—from 11% to 18%.

The use of frozen vegetables has increased over a four-year period from 42% to 57%; brands have declined from 25 to 18, and Birds Eye which had usage by 77% of the families in 1949 has only 42% today, while Snow Crop, not important enough to be listed in the 1949 study, has 27% usage today.

The usage of household laundry products remains steady at 99%, but in a four-year period, preference for Tide has zoomed from 7% to 24%, largely at the expense of Oxydol, Duz and Rinso.

In the case of many products, there has been a decline in the number of brands, but this is not true with permanent wave kits, where brands have increased since 1950 from 19 to 27 in the face of a decline in usage from 51% of the women to 44%. Toni's percentage of usage has dropped from 86% in 1949 to 58% in 1952, where it still retains a comfortable lead over Lilt with 19% and Richard Hudnut with 13%.

In the nation's beer capital, Blatz has steadily increased its share of the market over the past four years, and now is used by 28% of the families. Schlitz follows with 20%; Miller has been making modest increases and is third with 11%; Gettelman, a local product, has 10%, as does Pabst, but the latter has the unenviable distinction of dropping steadily from its 17% in 1949.

The survey on mechanical refrigerators is further proof of the prediction made by industry leaders that the future will be largely a replacement market. They are found today in more than 96% of homes in the greater Milwaukee market, and 60 brands were mentioned. In 1950 General Electric took the lead away from Frigidaire and continues to

hold it by a slight margin, with Sears, Roebuck's Coldspot in a strong third position and six others having 5% or more of the market: Kelvinator, Servel, Philco, Westinghouse, Crosley and Hotpoint.

In most cities where there is only one television station, there is a low degree of saturation but this is not true of Milwaukee where 74.1% of the families are equipped to view the programs of WTMJ-TV.

Typical of electrical appliances which are miles away from a saturation point are electric mangles and ironers, 14%; automatic clothes dryers, 6%; home food freezers, 10%; electric ranges, 17%; electric dishwashers, 2%, and fully automatic washing machines, 12%.

More intimate details about women of the Milwaukee market are given in the general section where it is disclosed that 76% wear girdles, with the five leading brands being Formfit, Warner, Jantzen, Nemo and Playtex; a larger percentage—slightly over 86%—believe that brassieres make them more attractive; in this field Formfit and Maidenform share nearly 40% of the market, and only three others—Perma-Lift, Bali and Warner—are preferred by 5% or more. Two hundred seventeen brands of girdles are mentioned and 171 of brassieres.

Movies Affected

Whether or not there is nothing wrong with the movie industry that good pictures can't lick is yet to be demonstrated in Milwaukee, where the 29th annual Consumer Analysis divides greater Milwaukee families between those with and without a TV set. Only one out of 10 family members among families with TV sets attended a movie within the week preceding the survey, while almost twice that percentage was registered among families not having a TV set, and only 14% of those having TV sets had attended a movie within the past month.

The highlights above are typical of the fascinating information which is contained in the 128-page analysis available direct from *The Milwaukee Journal* or through its advertising representatives, the O'Mara and Ormsbee Co.

FLOOR COVERING DIRECTORY ISSUE

of

RUG PROFITS

The 1952 edition carries all the new lines and brand names introduced by soft surface, smooth surface and accessory floor covering manufacturers at the Winter Markets.

It also supplies you with up-to-date information on distributors and the lines they represent.

THE 1952 ANNUAL FLOOR COVERING DIRECTORY IS THE MOST COMPLETE SOURCE FOR FLOOR COVERING INFORMATION AVAILABLE IN THE TRADE.

The Directory is published as the 13th issue of Rug Profits every year.

PRICE \$2.

RUG PROFITS

THE FLOOR COVERING BUYERS' MAGAZINE



Advertising

MEDIA... AGENCIES... SERVICES

Fred Allen Makes First Pitch for Radio in NBC's Opener in '51 Intra-Mural Media Series

"People will have their ears glued to radio all summer long." This is the conclusion of Fred Allen, NBC's newly named vice-president in charge of summer.

Mr. Allen, who is well known for other chores he does around the network, is now starring as an investigator of, and a salesman for, the medium, radio. In a new presentation by NBC, "Summer Radio: 1952," he rides a "non-political" elephant up and down Madison Avenue, with detours through the rest of the United States, gleaned facts and shattering misconceptions about radio listening during the hot months. The presentation is in the form of a sound-slide color film produced by the NBC Radio Advertising and Promotion

Department, and conceived and executed by Jacob A. Evans, department manager, and Harold W. Shepard, supervisor of Radio Sales Promotion.

Investigating the size and immediacy of the summer market, Allen learns that the sales trend during the warm months shows a marked increase for many products.

Fourteen percent more toilet soap is sold during the summer months than the average of all other months. Beverage sales increase, with soft drinks up 47%, beer sales much higher and tea up 22%. Dry cereals advance 17%, refrigerators 91% and ranges 65%. Cosmetics sales rise; there is 5% more smoking done in summer, and gasoline and oil sales

also climb 5%; 31% more automobiles are sold; 6% more building materials. Auto tires, home heating units and paints show considerable summer sales increases.

Overall, total national retail sales during June, July and August, for all business, are only 2.6% below the level for the entire year, and the level for non-summer months is raised considerably by the Christmas season.

Network radio is the medium to do the selling job in summer, says Allen. Radio goes where the buyer goes—to the beach, driving, on vacation and in the home. Twenty-four out of 25 people are at home during any average summer week, not away on vacation, because although most people take a vacation, not all of them take it during the summer.

During 1950 nine out of 10 of those advertisers who spent upwards of \$500,000 in radio continued their use of the medium in the summer of 1951. And most 39-week nighttime advertisers on NBC Radio can stay on for the 13 summer weeks at a cost of 47% a week of their current expenditure.

Election Year, Too

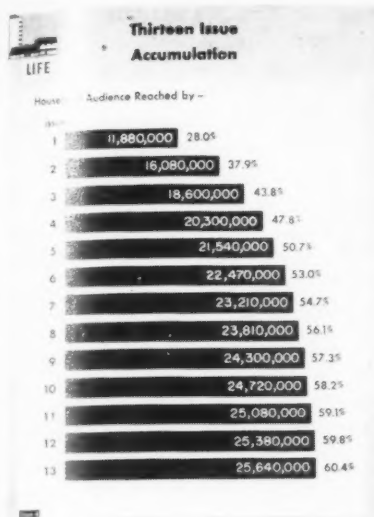
Because this is a national election year, Mr. Allen is informed, there is bound to be increased listening to radio via the estimated 105,300,000 sets in the U. S., one for every person of voting age.

NBC's vice-president in charge of summer, in an interview with John K. Herbert, NBC vice-president in charge of Radio Network Sales, learns how the network's Merchandising Department helps the advertiser at point-of-sale by getting retail merchandising cooperation and of the large part merchandising plays in the Market Basket Plan in which 20,000 stores, including 5,000 super markets, are currently cooperating. This plan, he finds, is delivering an estimated 41,000,000 impressions a week at a rate of 37 cents a thousand.

Super Summer Tandem, patterned after the sold-out Operation Tandem. Allen is told, will reach an estimated 13,000,000 people, deliver over 40,000,000 advertising impressions a week and cost 32 cents a thousand. Tonnage Technique, Mr. Herbert tells Mr. Allen finally, enables an advertiser interested in saturating the summer market to sponsor three or five 15-minute program segments a week for eight or 13 weeks. The series is designed to be tailored at low cost, to the sponsor's specification.



FRED ALLEN tells Portland, cast as Miss Asterisk, about his new job, vice-president in charge of summer for NBC, as they ride "non-political special transportation provided for NBC stars" in the color-slidefilm, "Summer Radio: 1952."



HERE'S HOW 13 issues of *Life* magazine reach more than 60% of all the households in the United States, as shown in its Household Accumulative Audience study made by Alfred Politz.

Life's Household Audience Measured in Politz Study

That buying unit, the American household, looms large in the sales strategy of national advertisers. So reasoned *Life* magazine when it instituted its sequel to the study of the individual accumulative audience which it published two years ago.

"For the first time, the number and kinds of households reached with a series of magazine issues has been measured," Andrew Heiskell, publisher of *Life*, said in announcing the magazine's publication of its new audience research report.

The household buys more than an individual person. It is a more logical group in the advertiser's scheme of things than the family, strictly defined, which is often so scattered that it may have no community of purchasing interest.

Alfred Politz Research, Inc., which conducted the original study of individuals also conducted this new study of the household readership of *Life*. In both studies, *Life*'s readership was measured for not only an average issue but also on an accumulative basis of up to 13 issues.

"The importance of the household unit and of a household measurement is evident," said Mr. Politz, "when one considers the many products actually bought as household possessions—products such as electrical appliances, home furnishings, automobiles, etc. In addition, a household audience measurement opens another area where different media can be compared." A major objective of the study, he said, was to round out the

picture for the advertiser and pave the way for future comparability among media.

The three basic objectives of the study were:

1. To determine the number and kinds of households reached by the average issue of *Life* magazine and by accumulated issues up to 13.

2. To ascertain the frequency with which *Life* reaches different kinds of households.

3. To measure the extent to which *Life* reaches some or all of the members of the household.

The household, as opposed to family, data is more consistent with the findings published by the U. S. Bureau of Census and other governmental agencies; also it includes only adult (age 20 or over) members of the household, said A. Edward Miller, *Life* research director.

The study shows that each issue of *Life* will reach at least one adult household member in 11,880,000 households. The accumulative household total reaches 25,640,000 different households in the course of 13 issues. In coverage terms, the average issue of *Life* covers 28% of the U. S. households while in the course of 13 issues it will reach six out of every 10 households in the U. S.—60%.

High Income Households

In the 13-issue period, *Life* is read by 30.3% of those households with annual incomes under \$1,000. In the highest bracket, \$7,000 a year or more, the magazine's 13-issue coverage is increased to 86% of the households.

In 13 issues *Life* covered 8,260,000 TV households and 17,380,000 non-TV homes at the time of the survey.

Life found that less than 4% low-income bracket households see eight to 13 issues; that in top income households almost half are on the same consistent reading basis. Of all TV households, almost one third see *Life* nearly every week, while 23.6% see from four to seven of 13 copies. When contrasted with the pattern of frequency among non-TV households it is apparent that there is a much greater degree of consistent reading among the households with television sets.

There are 4,500,000 households reached by the average issue of *Life* in which every adult member has seen the particular issue. There are 10,200,000 households in which *Life* has reached half or more of the adult members.

Factory of Future Here Piecemeal, Factory Finds

"Automaticity" would seem to be the goal of a trend McGraw-Hill's *Factory Management and Maintenance* has found and is reporting in its current issue.

"Automaticity" is the term *Factory* uses in describing "the factory of the future—where machines will perform most of the jobs now done by men and women, where people will be used only for making decisions." It is, in effect, already in operation—piecemeal, says the magazine.

Executives of *Factory* add hastily that this is "not a concept of big business to put people out of work."

Contrary to popular belief, automatic operation in the factory of the future is not likely to create widespread "technological unemployment," *Factory* says. "For the next 10 years," it points out, "we are faced with the prospect of a population that will increase much faster than the civilian labor force. Unless we step up the rate at which technological advances are adopted by industry, there just won't be enough workers to turn out as many goods as we'll need to keep raising our standard of living."

As an example, *Factory* cites the Ferro Chemical Corporation's napalm plant in Bedford, Ohio, which, it says, "misses 100% automaticity by a hair." The new Ferro plant can turn out more than half a million pounds a month of napalm—the jellied gasoline used in incendiary bombs—with a crew of four operators and one supervisor per shift.

A transfer machine at Nash-Kelvinator converts 24 individual operations into a continuous production, with four operators in control.

Ford Motor Co. uses a "Tool-



NOTHING FLAT about Videx display which is transparency of Vinylite printed in full color on regular lithographic presses, by Videx Corp., New York City.

ometer," a recording clock connected with the machine which shows the time that tools of each kind have been in service and the remaining portion of the tools' pre-determined standard life. A light automatically signals the operator that it's time to change tools.

"The trend toward automaticity is definite," the article says. "It's obvious in the process and mass production industries. But automaticity can develop rapidly in job-lot manufacturing as well. The equipment is here; it's the concept of automatic operation that's needed."

"You could go out this afternoon," *Factory* declares, "and place orders for the machines, equipment and control devices to make automotive pistons without a single operator. You'd still need a maintenance crew. You'd also need a big pile of money and the ability to convince people you were serious. But the basic machines and the technological know-how to modify them are on the market."



JAMES V. McCONNELL, director of national spot sales for NBC and with the network for the past 20 years, is joining John Blair & Co. as a vice-president first of May.

Visao Completes Vision's Latin American Coverage

Visao is the new Portuguese-language stablemate of *Vision*, fortnightly Spanish-language news magazine for Latin America. It will be edited and printed in Rio de Janeiro and is scheduled to appear on Brazilian newsstands July 22.

Visao will begin publication with a guaranteed net-paid circulation of 20,000 for the first six months. Editorial director is to be Dixon Donnelly, at present Rio bureau chief for *Vision*.

In announcing the new edition, William E. Barlow, publisher of *Vision* said, "Our decision to initiate *Visao* was encouraged by the phenomenal growth of *Vision* in the first 12



JAMES D. NORTH joins Industrial Surveys Co., Inc., as vice-president of a Western subsidiary to be established with headquarters and client service staff in San Francisco.

months of its publication. . . ." The first issue of *Vision* appeared in November, 1950. Mr. Barlow points out that in its first year of operation the magazine quadrupled its circulation to 85,000, tripled its advertising volume (more than 100 different companies used space) and built up the largest full-time news gathering force in Latin America.

The idea for the all-Latin American news magazine edited in Spanish from New York City began with Mr. Barlow, president and publisher of *Vision*, and two associates, Alexander Nimick, advertising manager, and Jean J. P. Baltzell, treasurer and general counsel. The three men spent \$36,000 and more than a year in research and efforts to sell their idea to potential investors. From some 30 backers they raised \$750,000. Editorial offices were set up in New York City and printing arrangements established in Texas and Chile.

Vision's Readers

A general rate increase effective this month brings the original page cost from \$500 to \$970, and the guaranteed net-paid circulation is pegged at 85,000.

In a recent survey of its readership throughout the Spanish speaking countries of Latin America, a 31.6% response to a *Vision* questionnaire gave these results: 54.7 of the readers had one or two servants, 19.8 had three or four; 43% had attended or been graduated from a university; 55.3% were owners, partners, scientists, engineers, bankers or otherwise engaged in management positions; 53.4% own their own homes; 54.2% have at least one car; 95.4% have one or more radios; 64.7% have telephones.

The new *Visao* edition will have the same basic news magazine for-

mat as *Vision* and will be identical in layout and typography. News coverage will be basically the same also, but there will be much greater accent on Brazilian news. The 20,000 copies for Brazil will exceed any single country's circulation of *Vision*. Until now Mexico has led with about 19,000 copies and Argentina next with about 18,000.

Advertising rates, which are guaranteed against change for nine months or contracts, are based on \$350 for one page, black and white. Many of the major advertisers in *Vision*, says Paul West, general manager, are already indicating that they will be expanding their advertising schedules for Latin America in the Brazilian publication.

Increased interest on the part of European advertisers in reaching the Latin American markets has occasioned the opening of *Vision's* European advertising office located in London and in charge of Frank Norall. British Ford, British Travel Association, K. L. M. and several watch manufacturers are among European advertisers with schedules in the Latin American news magazines.



EDWIN R. PETERSON, with the Keystone Broadcasting System since 1949, is elected a network vice-president; headquarters, Chicago.

Progressive Farmer Paces Prosperity of Rural South

This April's issue of *The Progressive Farmer* is reported to be the largest regular issue of any farm magazine published in over a generation. Reflecting the rural South's rising prosperity, this farm magazine's circulation is at an all-time high—1,194,000 subscriber families. During its first four issues of 1952 *The Progressive Farmer* has made an advertising lineage gain of 21% plus, more than pacing the South's 1951 cash farm income of over \$9 billion—another all-time high—11% over 1950.

BY APPOINTMENT



TO THE AMERICAN PUBLIC



In some countries products are endorsed by the Crown, and bear the arms of the royal family. That gives them prestige which stimulates sales.

But in democratic America our products are endorsed solely by the approval of the American people, and are identified by brand names and trademarks that have won esteem the hard way.

Here every product must stand on its own feet, and fight for survival in the intense competition of the market place.

Here there is no easy road to popularity or leadership—no suggestion from government as to what you shall buy or what you shall pay. Under our brand system, which is the very keystone in the structure of our free economy, people can separate the wheat from the chaff and make their purchases solely on the basis of merit and appeal to their personal tastes and preferences.

Our system of brand names and advertising is important to the American way of life for two other basic reasons:

1. It develops broad markets for our goods, which in turn stimulate volume production. As a result, many conveniences that would otherwise be luxuries can be sold at prices almost everyone can afford.
2. Brand competition spurs our manufacturers to greater efforts to please us. And this results in constant product improvement and the birth of many new products to add to our comfort and happiness.

• • •

Getting this story across, simply, clearly, is an important job—a task that calls for the concentrated efforts of all who have a stake in the success of manufacturers' brand names.

Brand Names Foundation

INCORPORATED

A NON-PROFIT EDUCATIONAL FOUNDATION • 37 WEST 57th ST., NEW YORK 19, N. Y.

WEDNESDAY, APRIL 16 IS BRAND NAMES DAY 1952

APRIL 15, 1952

155

Wall Street Journal Melds Newspaper, Magazine Data

A firm conviction that agency people and advertisers can think for themselves is one of the unique aspects of a nation-wide study of the reading preferences of corporate officers and executive personnel, sponsored by *The Wall Street Journal*.

Departing from the usual custom of isolating media, the study, which has just been completed by the research firm of Erdos and Morgan, New York City, combines data on both newspaper and magazine readership. Advertising agencies and advertisers are receiving copies of the completed report, a simple 10-page brochure, from which *Wall Street Journal* self-admiration plugs are conspicuously absent.

The Wall Street Journal comes off very well in the report. But Executive Committee Chairman Robert M. Feemster and Advertising Director Ted Callis insisted that the results were to be presented as objectively as they were compiled.

Some of the findings from the four-point questionnaire which was mailed to respondents—there were 4,970 returns from a 13,465 mailing—follow.

Among magazines, 16 were men-

tioned by 3% or more of the respondents, though no single magazine received as many mentions as did *The Wall Street Journal*.

The Journal was rated as "most important" by more respondents than any other magazine or newspaper.

A study of readership duplication between *The Wall Street Journal* (with 2,248 respondents reading it) and each of eight other selected publications winds up the statistical presentation. Publications measured for duplication were *Business Week*, *Fortune*, *New York Herald Tribune*, *Nation's Business*, *The New York Times*, *Newsweek*, *Time* and *U. S. News & World Report*. *Time* magazine showed the greatest duplication with 46.8% reading both *Time* and *The Journal*.

The one page in the report mildly dedicated to selling shows a map of the United States with *The Journal's* state-by-state circulation showing a total of 227,306 subscribers as of February 15, and headed: "Largest National Circulation of Any Daily Publication in the U.S.A."

Persons receiving the Erdos and Morgan questionnaire were selected from an updated 1951 edition of "Poor's Register of Directors and Executives."



ONLY MAGAZINE to win American Dairy Association's annual Distinguished Service Award for food coverage four times is *Look*. Mrs. Sylvia Schur, the magazine's food editor, receives award from ADA president Chester R. Schoby.

ABP's Annual Awards for Business Paper Campaigns

Twenty advertisers and their agencies, from 13 states and in competition with more than 500 other companies throughout the United States, have been signally honored by Associated Business Publications.

During a luncheon meeting of the Advertising Club of Boston, in a program co-sponsored with ABP by the Boston Technical Advertisers Association, these advertisers and their agencies received awards for excellence in their campaigns that appeared in industrial, institutional and professional publications during 1951. In this tenth consecutive annual contest, these campaigns were selected as top examples of effective business paper advertising by 18 executives from advertising agencies and industry in New England, under the chairmanship of Harold Bugbee, president of Walter B. Snow & Staff, Inc., Boston.

Arnold Friedman, president of *Chain Store Age* and board chairman of ABP—which now numbers a coast-to-coast membership of 118 industrial, institutional, professional and merchandising papers, presented the awards.

The First Award winners and their agencies in each of the six divisions were: Reynolds Metals Co. and Buchanan & Co., Inc.; Glycerine Producers' Association and G. M. Basford Co.; United States Steel Co. and Batten, Barton, Durstine & Osborn, Inc.; Westinghouse Electric Corp. and Fuller & Smith & Ross, Inc.; Gardner Machine Co. and Beaumont, Heller & Sperling, Inc.; The Tile Council of America and Fuller & Smith & Ross, Inc.



ask us to prove it!

Do you think of airfreight as a time-saver only? You'll change your mind when you learn of the dollar savings possible through...low Airfreight rates...minimum packaging costs...less money tied-up in "in-transit" goods...and lower inventory requirements at point of sale. Ask a Slick representative to figure your savings via Airfreight as compared to Air or Rail Express.

Slick airways inc.

A Scheduled Certificated Airfreight Carrier

Call your nearest
SLICK
Airfreight office

Akron
Baltimore
Boston
Burbank
Chicago
Cincinnati
Cleveland
Columbus
Dallas
Dayton
Detroit
Ft. Wayne
Hartford
Houston
Indianapolis
Kansas City
Los Angeles
Newark
New York
Oakland
Philadelphia
Pittsburgh
Portland, Me.
Providence
San Antonio
San Diego
San Francisco
South Bend
St. Louis
Toledo
Washington, D.C.



BURBANK,
CALIFORNIA

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

RECENT SPECIAL STUDIES:

- 1—Analyzing the Impact of Television on Motion Picture Admissions by Areas.
- 2—Forecasting Residential Construction Activity by Areas, 1950-60.
- 3—Calculation of Value Added in 1951 in 20 Industrial Classifications, by Counties.
- 4—Analysis of Boom Areas in 1951.

NOW AVAILABLE!

Tabulations For Your Sales Areas of Market Data From the New
SALES MANAGEMENT
1952 Survey of Buying Power

**FOR THE REALLY TOUGH CONSUMER AND INDUSTRIAL MARKETING
PROBLEMS**

Consult

MARKET STATISTICS, INC.

headed by Dr. Jay M. Gould, Research Director of the Sales Management

SURVEY OF BUYING POWER

AT 432 FOURTH AVE., N. Y. 16, MU 4-3559

Coming—May 20

How Are Patterson's Successors Doing?"

A story about
National Cash Register

By Lawrence M. Hughes

Under dynamic, dictatorial John H. Patterson, NCR pioneered in establishing many of the "basics" of sales management. Among them were guaranteed sales territories, the first sales manual, sales training, visual sales aids, and sales quotas—and consistent advertising.

By his death in 1922 Patterson had built NCR to dominance in cash registers.

Today, under Edward A. Deeds and Stanley C. Allyn, 4,500 salesmen are selling not only cash registers but accounting and adding machines and other products. NCR's volume is seven times as large as in 1922.

And more than ever, NCR is pioneering in sales policies and methods and in developing strong relations.

EXPERIENCED AD MANAGER SEEKS OPPORTUNITY

I would like to use my 22 years of big company experience with a smaller company. Currently, I am ad manager of one of America's large raw materials producers with a budget over \$3,000,000 covering industrial, consumer and institutional advertising. If your budget is two million or less, let's talk. My salary requirement \$12-15,000 depending on location and other considerations. Engineering graduate, age 43.
Box 2849, Sales Management.

SALES EXECUTIVE AVAILABLE

Do you need a "Man Friday"? Excellent background in sales management, promotion and administration. A portion of this background consisted of sixteen years with an outstanding, internationally known organization; from salesman to Divisional Manager. Thoroughly capable of hiring, training and supervising field sales personnel. Modern merchandiser with intimate knowledge at jobber and retail level of the grocery, drug, hardware, wholesale paper, automotive parts and syndicate store trade. For detailed resume write Box 2850, Sales Management.



Blacklight Activated FLUORESCENT CHALK

Spark and glamor in chalk talks and sales meetings.
6 Radiant Colors 4.95 set
42" Blacklite...19.95 each

Prices FOB

NORCO MANUFACTURING COMPANY, DEPT. 51
392 Blecker Street New York City

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

A Guide to Canadian Oil Development:

A brochure issued by The Canadian Bank of Commerce, which provides concise guidance to some of the preliminary financial questions of United States corporations and persons interested in exploring and drilling for oil in Canada and the related supply and equipment field. Information in it is based on current laws and interpretations from authoritative sources. It includes such useful facts about Canada as foreign exchange control in Canada; income taxation—corporate and individual—depreciation and depletion—succession duties; types of incorporation for Canadian operations; leases and reservations (Provinces of Alberta and Saskatchewan); oil and natural gas conservation and taxation legislation (Provinces of Alberta and Saskatchewan); customs regulations; immigration; synopsis of exploration for and development of oil resources in Western Canada. Included is a large map of oil and gas fields of Western Canada. Write to John Emery, Director of Public Relations, The Canadian Bank of Commerce, Toronto 4, Canada.

Michigan's Summer Market:

A booklet put out by WJR radio station, giving data on Michigan as a leading summer market with increased summertime sales potential for advertisers . . . increased by an influx of 4,500,000 out-of-state vacationists each year, who average 12.3 vacation days in the state during the months of June, July, August and September. Michigan leads all states in the nation in fishing licenses, with 1,050,756 issued in 1951. These millions of vacationists average a per-party expenditure of over \$200. There are also figures on WJR's coverage of this summer vacationland, as well as the most important part of Canada. Sixty per cent of Canada's tourist trade is concentrated in the Province of Ontario, and all the major cities are within WJR's

primary coverage area. Ontario estimates its vacationtime trade amounts to about \$156,000,000. Write to James Quello, WJR, Fisher Building, Detroit 2, Mich.

Wichita Falls, Texas:

A booklet put out by the Research Department, Wichita Falls Chamber of Commerce, covering data on its growth from 5,000 people to a city of 90,676, dominating a large area of Texas and Oklahoma. Its main industry is oil, producing 57,345,000 barrels from 22,293 wells. The city's 128 manufacturing plants turn out \$48,000,000 in products a year. It does \$87,304,800 in wholesale and \$129,840,000 in retail business annually. Write to the Research Department, Wichita Falls Chamber of Commerce, Wichita Falls, Tex.

Marketing Information Collected by the Commonwealth of Massachusetts:

A booklet prepared under the direction of the New England Chapter of the American Marketing Association for the purpose of supplying market researchers with a catalog of descriptions of marketing information collected by the Commonwealth of Massachusetts, and the agencies from which these facts can be obtained. Compiled and edited by John P. Alevizos and Russel E. Cosgrove, instructors at Boston University College of Business Administration, it provides adequate information available on state, county and local levels, and covers all subjects from accidents to workmen's compensation. The project was instituted at the suggestion of William Appelbaum and Dr. Ross M. Cunningham, under the sponsorship of Richard F. Spears, president, New England Chapter of AMA. The catalog is available for \$1 a copy. Write Prof. James S. Cross, treasurer, New England Chapter, AMA, Massachusetts Institute of Technology, 77 Massachusetts Ave., Cambridge, Mass.